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Evaluation of E-performance Assessment System in the UNRWA Headquarter in Gaza

تقييم لنظام تقييم أداء الموظفين الإلكتروني في المقر الرئيسي لوكالة غوث وتشغيل اللاجئين في غزة

Ayman El-Roubi

Supervised by

Prof. Yousif H. Ashour

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إقـــــرار

أنا الموقع أدناه مقدم الرسالة التي تحمل العنوان:

Evaluation of E-performance Assessment System in the UNRWA Headquarter in Gaza

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بناءً على موافقة شئون البحث العلمي والدراسات العليا بالجامعة الإسلامية بغزة على تشكيل لجنة الحكم على أطروحة الباحث/ **أيمن حسن سعيد الروبي** لنيل درجة الماجستير في **كلية** *التجارة*/ قسم **إدارة الأعمال** وموضوعها:

تقييم لنظام تقييم أداء الموظفين الإلكتروني في المقر الرئيسي لوكالة غوث وتشغيل اللاجئين في غزة

Evaluation of E-performance Assessment System in the UNRWA Headquarter in Gaza

وبعد المناقشة التي تمت اليوم الثلاثاء 12 ربيع الثاني 1438 هـ، الموافق 2017/01/10م الساعة العاشرة صباحاً، اجتمعت لجنة الحكم على الأطروحة والمكونة من:

أ.د. يوسف حسين عاشور	مشرفاً و رئيساً	.....
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واللجنة إذ تمنحه هذه الدرجة فإنها توصيه بتقوى الله ولزوم طاعته وأن يسخر علمه في خدمة دينه ووطنه.

والله ولي التوفيق ،،،

نائب الرئيس لشئون البحث العلمي والدراسات العليا

أ.د. عبدالرؤوف علي المناعمة

P.O. Box 108, Rimal, Gaza, Palestine fax: +970 (8) 286 0800 فاكس Tel: +970 (8) 286 0700 ص.ب. 108 الرمال، غزة، فلسطين هاتف
public@iugaza.edu.ps www.iugaza.edu.ps

Abstract

This study aimed to evaluate e-performance assessment system in the UNRWA headquarter in Gaza in terms of the modern managerial perspectives to improve the system through giving recommendations accordingly.

The analytical descriptive approach was used to evaluate the new system and its effects on performance of employees at UNRWA Gaza Field Office (GFO) to improve the E-performance system in UNRWA. 150 questionnaires were distributed amongst the GFO employees; 148 questionnaires fit for research were obtained. Therefore, the response rate of the questionnaires is equal to 98.67 %.

The study found that a relatively high percentage of respondents is satisfied with the system, evaluated it to be good, and stated that the system meets the purpose it was designed for and they, remarkably, expressed their need for receiving training on how to best use the Adoption of E-Performance System (EPS). A serious concern derived from the study related to evaluating the EPS, so top management can be able to derive the benefit from the frequent feedback shared by employees.

The study recommended that top management of UNRWA GFO should provide the staff with the needed trainings and skills for the new EPS to keep up with development. In addition, the system should be updated to be able to send e-mails and notifications to keep users updated and it should include hyperlinks that link users to other supporting websites. UNRWA's top management is recommended to evaluate the system itself periodically and should involve their staff in the preparation and update of the E-Performance Measurement (EPM). Besides, UNRWA's top management is recommended to put more effort to make the EPS as a competitive advantage for GFO and should link the results of the assessment to the internal promotions system at UNRWA. Finally, employees should be given their performance scores via intranet to know their weakness and strengths.

الملخص

هدفت هذه الدراسة إلى تقييم نظام تقييم الموظفين الالكتروني في مقر الأونروا الر في غزة في ظل المفاهيم الإدارية الحديثة من أجل تحديد فعاليته بغرض وضع توصيات واقتراحات من شأنها المساهمة في تحسين وتطوير النظام.

قام الباحث باستخدام المبحث الوصفي التحليلي من أجل تقييم النظام ودراسة اثره على اداء الموظفين العاملين في مقر الاونروا بغزة .وقام الباحث بتصميم وتوزيع استبانة على العاملين في مقر الاونروا بقطاع غزة حيث تم تعبئة 148 استبانة من 150 استبانة تم توزيعها على كافة العاملين في مقر الاونروا بغزة. بلغت نسبة الاستعادة 98.67%.

وتمثلت نتائج الدراسة الرئيسية في أن الغالبية الكبرى من الموظفين عبروا عن رضاهم عن النظام وعن اعتقادهم بأنه حقق الغرض الذي تم تصميمه لأجله. وهنالك نسبة ملحوظة من الموظفين الذين عبروا عن حاجتهم لتدريب من أجل تحسين مهاراتهم في التعامل مع النظام. كما تبين بأنه يمكن لإدارة الاونروا بغزة الاستفادة بشكل كبير من التغذية الراجعة التي يقدمها الموظفين حول النظام.

وأوصت الدراسة إدارة الاونروا بغزة تقديم التدريب اللازم لتحسين مهارات الموظفين في التعامل مع الموظفين، وكذلك تطوير وتحسين النظام لكي يصبح قادرا على ارسال رسائل الكترونية وتنبيهات للموظفين. كما ينبغي تطوير النظام لكي يحتوي على روابط تشعبية من شأنها تحويل الموظفين إلى مواقع الكترونية ذات صلة. وينبغي على إدارة الاونروا بغزة القيام بتقييم النظام نفسه بشكل دوري إلى جانب اشراك الموظفين في عملية تصميمي وتطوير وتحديث النظام. وتوصى إدارة الاونروا العمل على تطوير النظام بشكل اكبر ليصبح ميزة تنافسية تتسم بها الاونروا بين المكاتب الإقليمية الأخرى في الدول المجاورة و الربط ما بين نتائج التقييم ونظام الترقيات الداخلي الخاصة بالموظفين. واخيراً ينبغي تزويد الموظفين بنتائج التقييم الخاصة بهم لكي يتعرفوا على نقاط القوة والضعف وتحسين أداؤهم.

Dedication

To my parents,
To my wife,
To my sons and daughters,
I dedicate this , ,

Acknowledgment

It is a great pleasure for me to acknowledge the assistance and contributions of many individuals in making this dissertation a success.

Primarily, I would like to thank my supervisor, Prof. Yousif Ashour, for his assistance, ideas, and feedbacks during the process in doing this dissertation. Without his guidance and support, this dissertation would not be completed on time. I would like to extend my thanks to Dr. Faris Abu Mouamer and Dr. Sami Abu Naser for their supervision.

I am, also, greatly indebted to my family who paved the way of success for me.

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Finally yet importantly, there is someone I need to mention especially, my son, Mr. Baraa', for companionship and unselfish help enabled me to present my dissertation more fluently and clearly; I cannot deny his computer skills. I owe him my sincere gratitude for his generous and timely help.

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Chapter 1
Introduction

1.1 Background and Context

Organizations are increasingly looking for solutions to manage and maximize the performance of their workforce. They recognize that there has been a shift in the management strategies to improve the performance of employees and efficiency of work progress. The value of an organization is comprised of employee knowledge, brand, and intellectual capital rather than inventories, goods, and machinery (Jarrar and Schiuma, 2007). Most organizations base their performance reviews on 'what' goals and 'how' goals. The 'what' goals focus on specific objectives that the individual should accomplish, for example increase employees productivity by 10%. The 'how' goals outline the means by which an employee will achieve the 'what' goals, which often are expressed in terms of competencies and behaviors (Kwok et al., 2003).

Accordingly, measuring and evaluating organizations progress has become a priority for decision makers in many organization, as they are increasingly asked to demonstrate the benefit of using information and communication technologies in administration to enable internal efficiencies and increase the effectiveness of taken actions. To respond to this demand, a range of measurement and evaluation tools have been developed and used by organizations to justify E-Systems investments, assess impacts, and better meet employees and business expectations (Norhayati, 2009).

UNRWA is considered the biggest NGO in the Gaza Strip where around 12,500 employees work under its umbrella. The number of GFO staff is around 250 (150 office workers and 100 field workers who do not attend office like gators and security guards)[1]. Through the researchers work, he found that UNRWA is amongst those organizations who work to utilize modern technologies to boost the performance of its staff.

In the recent years, UNRWA has moved from traditional performance analysis and assessment system (Paper-based) to electronic performance analysis and assessment system. The new system required a great effort and imposed a big cost as well[2]. The core elements of this system remain confined to a process that consists of managers and the

[1] https://www.unrwa.org/where-we-work/gaza-strip
[2] https://www.unrwa.org/who-we-are/frequently-asked-questions

people who manage the process. Furthermore, the new system adds to the complexity of the workplace and capacity needed by employees to deal with it professionally.

1.2 Statement of Problem

The new e-performance analysis and assessment system is expected to close the gap in expectation between the UNRWA management and the working staff. However, the system had not been evaluated. The system needs to be evaluated to give feedback to the top management to fill and gap therein and to improve the system.

It is important to periodically evaluate and adapt the electronic systems to ensure they are as effective as they can. Evaluation can help identify areas for improvement and ultimately help the UNRWA's top management realize the system performance and achievements more efficiently. Additionally, when sharing the results of system evaluation, the UNRWA can benefit from the results and extend this experience to additional field offices in the middle east.

In 2008, a study was implemented by Abu-Musa at the UNRWA Gaza Field Office (GFO) to identify the level of satisfaction among UNRWA's employees concerning performance appraisal and its incentives. It also tried to diagnose the errors committed by appraisers while appraising employees under their supervision. Besides, it showed whether the performance appraisal system – at that time – motivated employees and increased productivity, and whether the output of that system was used for organizational development and career planning. However, this study has not evaluated the performance system per se. Later on, as previously mentioned, UNRWA moved to a new electronic system which include most of features that were in the paper-based system.

Accordingly, there is a need to study and evaluate the new e-system to understand the changes it enacted in the organization in the Gaza Strip.

1.3 Research Variables

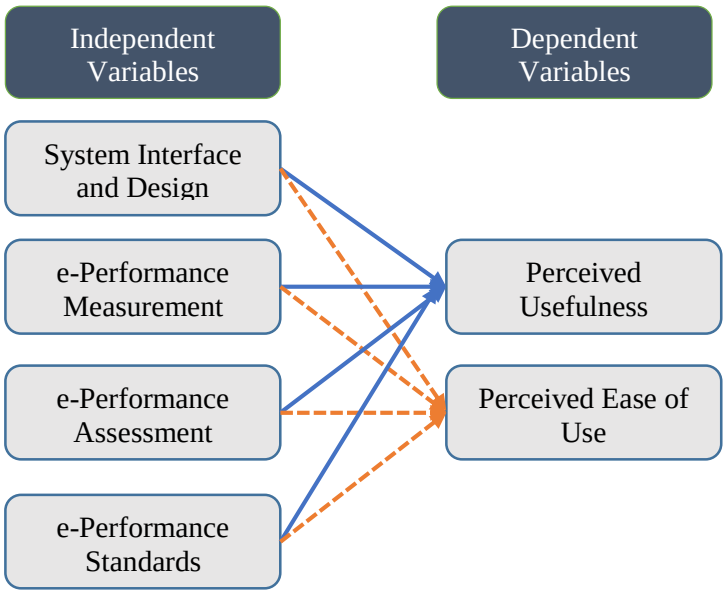

Figure (1.1): Research Variables

1.4 Research Hypothesis

Based on the research variables, following hypothesis were established:

H_1: There is a significant impact between the Adoption of E-Performance System (EPS) and System Interface and Design.

H_2: There is a significant impact between the Adoption of E-Performance System (EPS) and E-Performance Measurement (EPM).

H_3: There is a significant impact between the Adoption of E-Performance System (EPS) and E-Performance Assessment (EPA).

H_4: There is a significant impact between the adoption of E-Performance system (EPS) and E-Performance standards (EPS).

H_5: There is a statistically significant differences attributed to the demographic variables of the respondents about Evaluation of E-performance assessment system in the UNRWA headquarter in Gaza.

$H_{5.1}$: There is statistically significant differences at the level of $\alpha \leq 0.05$ about evaluation of E-performance assessment system in the UNRWA headquarter in Gaza refer to Gender.

$H_{5.2}$: There is statistically significant differences at the level of $\alpha \leq 0.05$ about Evaluation of E-performance assessment system in the UNRWA headquarter in Gaza refer to Age (Years)

$H_{5.3}$: There is statistically significant differences at the level of $\alpha \leq 0.05$ about evaluation of E-performance assessment system in the UNRWA headquarter in Gaza refer to Educational level.

$H_{5.4}$: There is statistically significant differences at the level of $\alpha \leq 0.05$ about evaluation of E-performance assessment system in the UNRWA headquarter in Gaza refer to Years of Experience.

$H_{5.5}$: There is statistically significant differences at the level of $\alpha \leq 0.05$ about the evaluation of E-performance assessment system in the UNRWA headquarter in Gaza refer to Grade (at UNRWA)

1.5 Goal of Research

This research, mainly, aimed to evaluate the e-performance analysis and assessment system in the UNRWA's headquarter in the Gaza Strip in terms of the modern managerial perspectives to measure its effectiveness and to improve the system through giving recommendations accordingly. Specifically, the researcher aimed to evaluate the system in terms of perceived usefulness and perceived ease of use through evaluating the system interface and design, the e-performance measurement, e-performance assessment and standards.

1.6 Importance of Research

This research focuses on an unprecedented managerial experience in the Gaza Strip, which is the e-performance analysis and assessment system.

The importance of this research lies in its objective to evaluate the new system and its effects on performance of employees at UNRWA GFO. Moreover, it shows the significance of such system to be implemented in the modern organizations. In addition, it contributes to the amendments the system needs; if there is any.

Finally, this research helps both the employees and UNRWA's management in making decisions about developing and expanding the system in the workplace.

Chapter 2
Literature Review

Part One: Logical Framework

2.1 Introduction

Performance management systems is based on a shared process between managers and the staff they manage based on the principle of a psychological contract (Armstrong, 2006). Philpott and Sheppard in Armstrong (2006) state the purpose of performance management 'is to establish a culture in which individuals and groups take responsibility for the continuous improvement of business processes and their own skills and contributions'. Bogt and Scapens (2012) contends that employees need to be evaluated, rated, and given feedback on how they performed against their goals and the company's goals. Aguinis and Pierce (2007) who believes that in order for employee engagement to be a success, organizations need to measure employee engagement frequently and in multiple ways supports this.

Incentives and rewards need to be aligned with the achievement of personal, departmental and company goals. Brudan (2010) define an incentive as 'a way of motivating employees to perform at a level that is above what we expect as normal'. Performance management is the primary means of evaluating employees and providing feedback to them. Given the close link between the employment relationship and obtaining employee commitment to living the brand of the organization, the implication is that for employee branding to be a success performance management practices need to be evident.

The complex and ever-changing global environment requires flexibility. The organization's ability to devise strategic responses, however, may be constrained by a lack of suitably trained, internationally oriented personnel. Fryer et al. (2009) defined need assessment as an effort to analyze and diagnose the organization, task, and person, to determine if a cure is necessary and what cure is most likely to produce the desired results. Aguinis and Pierce (2007) highlight the need of analysis as a systematic attempt to identify current and future organizational performance needs. It is true that the problem is implicitly identified and assumed that the organization's performance issues are based on problems, which are usually not well identified or clear.

2.2 Effective performance management

Effective performance management requires fact-based decision-making; one of the first requirements is relevant and reliable data. Organizations' executive management – data at hand – can show the real-world effects of their efforts, and clients can judge their accomplishments across a range of measures and decide whether they are getting an acceptable return for their financial/other cooperation.

Organizations in the not-for-profit world approach performance management issues and the collection and use of performance information from a wide variety of perspectives, and for many different reasons. Nevertheless, they all want the same return – better performance.

2.3 Performance measurement in human resource management

Jack Phillips' book Accountability in Human Resource Management Crowell et al (2011) lays out three challenges: the HR function should be integrated with strategic planning and operational frameworks; HR staff should build relationships with other key managers, particularly operations (line) managers; and HR practitioners should continuously improve how they measure what they do. Within this context, attention to human resources (HR) performance is more critical in not-for-profit organizations, whose human costs (payroll, benefits, training, and development) can account for more than 75% of overall costs, and whose human assets directly affect performance, compared to capital-based organizations whose human costs may be less than 15% of total costs, with a less direct impact on performance. HR metrics are likely to be your first priority (Decramer and Vanderstraeten, 2013).

The concept of Strategic Human Resources Management (SHRM) is well established in business literature. It refers to ongoing efforts to align an organization's personnel policies and practices with its business strategy. The recent interest in SHRM reflects a growing awareness that human resources are the key to success in both public and private organizations.

At present, there remain many unresolved issues about what modifications are required and the probabilities of their success. If HRM is to succeed in fundamentally altering the role of the personnel department and the practice of public personnel management, greater clarity is required regarding the concept of HRM and how it is to be implemented in public organizations (Haines and St-Onge, 2012). The main areas where issues need to be tailored and differences resolved include:

2.3.1 Procedural and structural issues

Human resource management should be viewed as a continuous process of determining mission-related objectives and aligning personnel policies and practices with those objectives. The personnel department plays a strategic role to the extent that its policies and practices support accomplishment of the organization's objectives. Key components include analyzing the agency's internal and external environments, identifying the agency's strategic objectives, developing HR objectives and strategies consistent with the agency's goals (vertical integration), and aligning HR policies and practices with each other (horizontal integration) (Zia and Koliba, 2011). For this conceptual understanding of SHRM to be implemented successfully, certain structural and procedural requirements must be satisfied. These core requirements include the following:

- An established strategic planning process.
- Involvement of the HR director in the strategic planning process and full consideration of the personnel-related implications of the strategic objectives or initiatives under discussion.
- A clear statement, written or unwritten, of each agency's mission and the strategic objectives to be achieved in pursuit of the mission.
- The vertical alignment of personnel policies and practices with an agency's mission and strategic objectives, and the horizontal integration of personnel policies and practices with each other.
- A personnel office whose organizational role and structure are consistent with and contribute to the attainment of the agency's mission and strategic objectives.

These prerequisites capture what is required to integrate strategic planning with human resource management in a way that enhances organizational performance. Such integration is difficult to achieve, for example, if there is no strategic planning process in place, no participation by the personnel director, and no subsequent development of personnel initiatives designed to support identified objectives. These prerequisites are explored below, along with unresolved issues about how to fulfil them. (Zia and Koliba, 2011).

2.3.2 Alignment of HR policies and practices with strategic objectives

Although external actors set their mandates, agencies still must interpret those mandates, clarify their missions, and seek agreement among key stakeholders regarding how their missions will be carried out. Statements of strategic objectives, written or unwritten, emerge from these decision processes. The core requirement of SHRM is the alignment of personnel policies and practices with the agency's strategic objectives. Although many examples of alignment have been reported in the literature, no classification system has yet been proposed to capture how alignment is accomplished. In general, the reported examples tend to fall into one or more of the following categories:

2.3.3 Adapting to environmental change

This category includes actions taken by the personnel office in response to external events or trends, such as budget cuts, tight labor markets, changing demographic characteristics of workers, and new technologies. During a period of retrenchment, for example, the personnel office can help managers communicate to staff members the reasons behind staff cutbacks and how they will be accomplished, develop and introduce an early retirement incentive programme, counsel those who must be laid off about alternative job opportunities, provide stress management programmes for those anxious about their jobs or struggling to cope with increased workloads, and explore the use of temporary or contract employees to ease workload burdens. Adaptive responses of this kind may or may not be guided by a formal statement of agency objectives.

2.3.4 Changing organizational culture

Many public organizations have followed their private sector counterparts by re- inventing and re-engineering themselves. Major reform initiatives often require new organizational

cultures, cultures driven by different values and requiring different behaviors. Adopting a 'customer-service' orientation, for example, has become a common strategic objective in both the private and public sectors. The personnel office can help develop a shared commitment to service quality and customer satisfaction through its employee orientation sessions and training programmes. It can also redesign performance appraisal and incentive systems so that employees are rewarded for emphasizing quality and customer service. The personnel office can undertake similar efforts in agencies seeking to move from a process-oriented to a results-oriented culture.

2.3.5 Preparing employees for change

Staff members often resist the implementation of major reforms because of implicit or explicit threats to personal security. Thus, in addition to taking steps to develop a new organizational culture, the personnel office can also take steps to prepare employees for impending changes. It can, for example, encourage managers to involve employees in the design and implementation of the new programme or reform initiative, help communicate the purposes behind the changes and the benefits to be derived from them, and provide additional training opportunities so that staff members are prepared to function successfully under the new order.

2.4 Performance appraisal as a method for measuring performance

Organizations rely on performance appraisals for making many organizational decisions. Organizations use appraisal information to make decisions about employee development, motivation, promotions, and terminations. Hence, the information gained through the performance appraisal process has critical implications for both the individual and the organization (Brudan, 2010). Because there is great importance placed on appraisal information, it is important to note that performance measurement typically relies on subjective measures, and therefore is subject to distortion.

Performance appraisal methods and mechanisms have been used by public sector organizations over a long period to evaluate the performance of the employees working in organizations. Rigid performance appraisal processes used for evaluating employees have their shortcomings and most organizations are looking for other means to effectively

evaluate the employees' performance. Performance appraisal has also been called an audit function of an organization regarding the performance of individuals, groups, and entire divisions. Performance appraisal systems aim to fulfil the features of modern performance management concepts, paving the way for major changes in the work culture of the public sector. Tohidi (2011) explain that appraisals range from official, prescribed meetings between an evaluator and evaluatee to casual, change occasions where an evaluator observed work activities and indicated his or her assessment with an informal comment. Appraisals regularly record an assessment of an employee's performance, potential, and development needs. The appraisal is an opportunity to take an overall view of work content, loads and volumes, to look back on what has been achieved during the reporting period, and agree objectives for the next.

The attributes of effective performance measures and measurement systems include the need for measures to relate directly to the organization's mission and objectives, to reflect the company's external competitive environment, customer requirements, internal objectives, and the explicit need for strategies, action, and measures to be consistent. The introduction of financial performance measures, such as cash flow and return on investment, reflect the changing marketplace in which organizations competed (Frayne and Geringer, 2005). Objective performance measures have the benefit of being easily quantified, objective measures relative to job performance. They may include production data (how many units were produced, how many errors were committed, the total dollar value of sales) and employment data (tardiness, absences, accidents). Frayne and Geringer (2005) explain that although these measures appear to be desirable, they do not focus on the behavior of the employee and are often impractical and unsuitable for appraisal purposes.

Subjective measures attempt to directly measure a worker's behavior. However, since they depend on human judgements, they are vulnerable to a whole host of biases. Johnson and Scholes (2001) state that the subjective measures include relative and absolute ranking systems, behavioral checklists, forced-choice systems, critical incidents, graphic rating scales, and behaviorally anchored rating scales.

When performance appraisal information is intended to be used for developmental purposes, employees receive concrete feedback about their job performance. This serves a valuable function because in order to improve performance in the future, employees need to know what their weaknesses were in the past and how to correct them. This also enables supervisors to identify which employees would receive the most benefit from additional training (James and Johnson, 2013).

2.4.1 Frequency of appraisal

Employee reviews should be performed on a frequent and ongoing basis. The actual time may vary in different organizations and with different aims but a typical frequency would be bi-monthly or quarterly. By conducting reviews frequently, two situations are eliminated:

1) Selective memory by the supervisor or the employee; and
2) Surprises at an annual review.

People generally tend to remember what happened within the last month or high profile situations (good or bad). Frequent reviews help eliminate the effects of this, generally unconscious, selective memory (Ardts et al., 2010). Eliminating surprises in the appraisal process is also important. Both the supervisor and employee need to know that there is a performance problem prior to any major annual review. The longer a problem is allowed to continue, the more difficult it is to take corrective action. Frequent performance appraisals should eliminate the surprise element and help to modify performance prior to any annual review. If there is a good relationship between supervisor and employee, informal reviews of an employee's performance may be undertaken almost continually. Poor performance should not go unchallenged just because the quarterly review is not due for two months. Frequent reviews also allow for clarification and revision of objectives. This leads to better- informed employees who are better equipped to perform their job satisfactorily.

Bektas and Sohrabifard (2013) explains that in addition frequent reviews give supervisors more opportunity to assure that progress is being made in developmental objectives. Job demands can frequently prevent employees from achieving specified objectives. In this case, the supervisor must either re-assign work to allow the completion of this objective or

modify the objective to reflect the changing conditions of the job.

Zia and Koliba (2011) add that another key to ensuring the effective use of a performance appraisal scheme is keeping and maintaining accurate records of employees' performance. Carefully maintained, they establish patterns in an employee's behavior that may be difficult to spot via incident-by-incident supervision. Careful review of the records helps avoid the selective memory mentioned earlier and helps plot appropriate actions. Of course, well-maintained records are essential if the need arises to discipline, demote, or dismiss an employee.

It is particularly helpful if employees are themselves responsible for part of the process of record keeping: this helps reinforce the fact that a major part of the process is devoted to employee development – and that employees have a responsibility for their own development. Such an approach to dual documentation also helps to eliminate surprises. In many systems, the front-line supervisor is responsible for conducting the performance review. However, a multiple appraiser system should be considered since it provides a form of 'triangulation', resulting in ratings in which employees and managers have greater confidence (Tesluk et al., 2009).

2.4.2 Multiple appraisal and 360-degree feedback appraisal

According to Caputo and Roch (2009), 360 Degree Feedback is a system or process in which employees receive confidential, anonymous feedback from the people who work around them. This typically includes the employee's manager, peers, and direct reports. It has been tested by UNRWA's top management for about 3 years. UNRWA, from time to time, forms limited group from the employees (as a pilot study), and apply 360-degree feedback appraisal through them. This appraisal method is being used by wide variety of organization in the European Union.

Multiple appraiser systems can be computerized to allow statistical analysis to identify bias – this can be particularly important where an organization is keen to avoid real or perceived bias with respect to race, gender, or age. Upward appraisal gives employees the opportunity to comment on the performance of their manager and may provide a more balanced view of the individual's performance. 360-degree feedback

potentially offers a wider view of the individual's performance by taking into account comments from several sources such as peers, subordinates, other managers, and possibly customers (Espedal, 2005).

Rettab et al. (2009) explain that for the appraisal of competencies, there is a tendency towards the use of multi-rate or 360-degree appraisals of performance (especially manager performance). The use of these methods is based on the idea that the judgements of several different rates work better than the judgement of just one (supervisor) rating. Another advantage of multiple appraiser systems is that they can shift the supervisor's role from that of judge to performance coach. An individual supervisor will no longer be responsible for a single employee's review. This in turn lifts the burden of 'policing' from the supervisor and allows him or her to focus on coaching and developing the employee.

Espedal (2005) explains that it may be necessary to restrict the number of employees appraised by any one individual – especially in today's new, flatter organization in which spans of supervision may be 60 people or more. Many organizations are moving towards flat organizations with large spans of control. With large spans of control, several supervisors may work with an individual employee. The input from all supervisors about the employee's performance is required to complete a thorough performance review. The use of these methods is based on the idea that the judgements of several different raters work better than the judgement of just one (supervisor) rating. Both the development and appraisal of competencies are built on the same foundation. That is, they both make use of one crucial aspect in human functioning, namely the ability to perceive.

Some multiple appraiser systems go as far as involving the use of subordinates in the evaluation process. This is especially effective in a self-governing work environment. Subordinate evaluations have generally been shown to be more accurate than supervisors in truly reflecting employee performance. This evaluation system allows employees to participate in the decisions that affect them directly. Cole (2000) explains that as part of the overall process, employee self-appraisals should be encouraged. This helps the employee to be less defensive and passive in the appraisal review. Self-appraisals can lead to self-improvement. The employee's self-appraisal can also be helpful for the supervisor

in opening a communication link and allowing for comparison of performance results. Self-appraisals will give the supervisor helpful insight as to how the employee views his or her performance. People will be at least as tough on themselves as the formal appraiser will. Cole (2005) say that a proper process of employee and supervisor (or multiple rates) review can help employees agree on areas for development and how the organization can help. The development of managers and employees is only useful when people, in their day-to-day working environment, perceive competencies in the same way. In addition, the appraisal of competencies is only possible when all raters perceive the same competencies in the same way. Up to now, little attention has been paid to the consequences of dissimilarities in competence ratings for individual career development and the implications of it for training and development in organizations (Kirwan and Birchall, 2006).

2.5 Issues in organizations for a proper performance appraisal system

Meuleman. (2006) state that performance appraisal has a poor track record, but it has considerable potential when done well. They add that renovation of a performance appraisal procedure can transform an enterprise from a best-effort environment to a results-driven climate. If a company is going to survive, let alone prevail, in the competitive climate that all face, performance appraisal, more than any other technique, has the power to generate incredible and sustained change throughout the organization.

2.5.1 Purpose of promotion

Ramazani and Jergeas (2015) explain that performance appraisal ratings are greatly influenced by the performance appraisal purpose. They hypothesized that performance appraisal ratings obtained for administrative purposes, such as pay raises or promotions, would be more lenient than ratings obtained for research, feedback, or employee development purposes. Managers prefer to avoid rating their subordinates because the atmosphere around the process is one of apprehension, and the ratings tend not to differentiate among most employees (rating distributions tend to be negatively skewed) but rather to single out those who completely failed their task. The only meaningful feedback is negative feedback because it stands out against the norm and creates a threat. The reaction to such feedback may be moderated by task difficulty and the amount of threat.

As subjective task difficulty increases and consequently the expectancy of success decreases, the motivation to improve decreases; whereas as the amount of threat increases and consequently the valence levels increase, the motivation to improve increases.

2.5.2 Lack of commitment – ignoring the outcomes

Organizational, social, and personal factors influence the employees' declining commitments. The employees feel unsuccessful when they experienced low feelings of efficacy and low feelings of community; teachers' commitments shifted or declined. However, the impact of negative experiences on commitments is far from uniform. Shahhosseini Sebt (2011) explain that commitment is crucial to effective organizations, teacher satisfaction, and retention. They suggest that low levels of commitment may result in decreased achievement, higher teacher absenteeism, and increased staff turnover.

Shahin et al. (2012) acknowledged that raters are reluctant to 'play God', and therefore rate uncritically and leniently in order to avoid the ramifications of a deserved but harsh appraisal. Shahin et al. (2012) also states that supervisors may also inflate ratings to ensure valued rewards for their subordinates. Padgett (1998) adds that supervisors also inflate the ratings to avoid confronting employees. Srivastava et al. (2006) notes that the major problem with performance evaluations today is that employees are all given good ratings, even though employees are subject to different resources, leadership styles, and tasks.

With developmental feedback, the supervisor becomes more of a 'coach', which thereby facilitates honesty and candid feedback. Tripon (2014) also agree that raters will be more willing to give poor, but presumably more accurate evaluations when the ratings are to be used for counselling and feedback, rather than for administrative purposes. The ratings collected for administrative purposes are significantly higher than ratings collected for feedback or research purposes Subjectivity and biases may contribute to such discrepancies. They distance themselves physically and psychologically from their work communities, decrease their behavioral involvement, and experience feelings of helplessness, powerlessness, social and cultural alienation (facilitated by intra-organizational conflicts, competitiveness, and value incongruence), self-betrayal, and worthlessness). The teachers' feelings of alienation were often reinforced by different phenomena, such as the emergence of countercultures (facilitated by the formation of

cliques), the employees' increasing tendency to dwell on their negative experiences, and their search for validation.

In revising the performance appraisal process researchers and practitioners alike were frustrated by the negative effects of both merit-rating and management by objectives (MBO), which focused either on aspects that the individual could not change (e.g. personality traits) or solely on the end results (e.g. objectives) to the exclusion of the process in between. Others argued that 'there were many things wrong with most of the performance appraisal systems in use' because they were subjective, inconsistent, lacking in communication and lacking in training', and urged that performance measurement be viewed not 'as a product' but 'as a process'' involving both people and data.

2.5.3 Bureaucratization – paperwork

Making and carrying out employment decisions are the fundamental goals of administrative decision-making. Administrative decisions include deciding which employees to promote, which to terminate, which to discipline, which to transfer, and so forth. Cummings et al. (1993) conclude that performance appraisals used for administrative purposes serve as a key input for administering a formal organizational reward and punishment system. They say that it is an important distinction because the goals of the appraisal should be considered before choosing a training programme. Another important distinction between developmental decisions and administrative decisions are the consequences associated with each type of decision.

Watson (2008) explain that the consequences of a rating vary as a function of the purpose for which the appraisal is to be used. In particular, consequences that accompany an administrative decision are more serious than the consequences that accompany a developmental decision. When performance appraisal information is used to decide which employees should be terminated, the rater may incur more pressure to inflate the ratings.

Zwikael (2010) explains that the pressures for restructuring within all the firms studied were associated with increased competition due to globalization, deregulation, and/or privatization, overlaid with a revolution in production technologies. In the firms studied, there were several common themes, including increased flexibility in work organization,

increased employee and union involvement, the introduction of performance-based pay, and greater training: all of which were designed to enhance flexibility and/or reduce costs. Zwikael (2010) cited the following commonalities running through the restructuring of firms:

1) The explicit adoption of a differentiation-based business strategy with a focus on production, innovation, and quality, together with a rationalization of business activities.
2) The transition to a strategic approach to HR/IR.
3) Technological change and a reorganization of the work process as drivers of HR/IR innovation.
4) HR innovation falling more into the 'lean' model than the behavioral model.
5) A new emphasis on skills training.
6) A reorganization of the labor–management relationship initiated by management.
7) Recognition that innovation will require negotiation with the union, essentially accommodating more job security for greater operational flexibility.

Zwikael (2010) further argues that the dual approach of implementing high- performance work practices such as employee involvement, skills training, variable pay, and flexible job designs in tandem with a rationalization process involving re- engineering, downsizing, outsourcing, and greater reliance on contingent employment may be a rational strategy for an effective response to the immediate demands.

2.5.4 Need for improved coaching and training

Cole (2000) adds that pointing out strengths and weaknesses is a coaching function for the supervisor, while receiving meaningful feedback and acting upon it is a motivational experience for the subordinate. In this way, performance appraisals serve as vehicles for personal development. Hence, the ultimate goal of developmental feedback is performance improvement. Another reason for failure in coaching is a lack of commitment on the part of participants. Many organizations do not address this problem. Although executive coaching may sound like a great idea, many people are not open to getting feedback and coaching (Cole, 2000). The organization can risk a great deal of time and money when

there is little real engagement on the part of participants. There cannot be behavioral change without effort. Effort requires that the individual be motivated.

Training, then, can be seen as a natural complement to work arrangements that provide increased opportunities for employee participation in decision-making. Collective incentive schemes, such as profit sharing and gain sharing, and individual incentive schemes, such as pay for knowledge and compensation for suggestions, are seen as complementary pay devices, which encourage employees to commit themselves to the goal of improving company performance. Gerhart (1999) explains that such payment arrangements promise employees a share of the increased returns from their enhanced effort.

2.6 Role of information technology in performance management

Information technology (IT) usage is increasingly becoming a source of sustained competitiveness and an opportunity for improvement. The key drivers for IT adoption are in the interactivity and easy access of supply chain information, financial interactivity, strategic planning approaches, enhanced customer and market approaches, and increased competition (Wiedenbeck, 1999). It should be noted here that the effective uses of technology as the medium of coordination (or integration) among and within organizations have received much attention in recent years but with little deployment and /or adoption.

Adoption of e-commerce has evolved from rudimentary simple website construction applications to more sophisticated customer service and personalization models (Wells et al., 2007). Initial e-commerce applications by the dot-com companies sought growth as a primary goal while profit considerations were viewed from a longer-term perspective. However, later applications involving brick-and-click companies emphasized competitive advantages, profit considerations, and the strategies to achieve these goals (Tabassi and Bakar, 2009).

Organizations must formulate the e-commerce strategies that consistent with their competitive strategies (Tabassi and Bakar, 2009). Those who distinguish between cost

leadership classifications and a hybrid strategy offer widely accepted competitive strategy; the latter combines of cost leadership and differentiation strategies- that often yield multiple sources of competitive advantage (Jarrar and Schiuma, 2007, Stacey, 2005). Cost leadership tend to grow by offering lower prices than competition, create a stable domain, and rarely seek new market opportunities (Stacey, 2005).

E-commerce strategy focused on customer base expansion is more likely to be adopted by the organizations pursuing differentiation and hybrid competitive strategies rather than cost leadership strategy. Cost leaders rarely scan the environment for new opportunities, have lower risk-taking propensity, and focus mainly on defending their turf. The organizations pursuing differentiation and hybrid strategies are likely to adopt e-commerce strategy focused on customer service in parallel with the strategy of customer base expansion in order to achieve superior performance outcomes. Customer service is the bricks-and-mortar factor in business success and e-commerce is not immune to its importance (Tesluk et al., 2009).

In managing organizational and employee performance, goals are established during the performance review. The manager and employee create and agree on an action and development plan for achieving them. The plan identifies specific steps the employee should take and outlines milestone dates and final deadlines. In other words, the plan identifies how the individual will work on competencies, behaviors, and objectives to achieve the goals.

Competitive advantage and profit considerations in the adoption of e-commerce are crucial for small and medium-sized enterprises (SMEs) in that they have limited financial slack to experiment with new approaches and limited cushion for failure. A plethora of failure by the pure dot-com companies with unproven business models have constituted a caveat for the bricks-and-mortar companies to exercise due diligence in venturing into e-commerce (Zia and Koliba, 2011).

2.7 E-performance management

Performance management effectively supports key executives and operational management by providing timely and relevant information from both within and outside the enterprise. The many applications for performance managers include:

1) Corporate performance measurement;
2) Performance tracking and reporting;
3) external benchmarking;
4) Coordination of internal improvement initiatives/ benefit tracking;
5) Best practice sharing/ acquisition;
6) Knowledge management.

E-performance helps the organization retain and motivate top talent by gaining insight into top performers across the enterprise. By streamlining the performance management process into a Web-based, real-time solution the organization can cut costs. The powerful functionality of e-performance will help realize: (Zia and Koliba, 2011)

- **Flexibility:** Configurable templates, easy 360-degree or multi-rater selection, and full global architecture tailor the performance management processes to any employee group to fulfil simple or sophisticated business strategies.
- **Embedded intelligence:** Integrated performance and competency content, along with a collection of embedded manager tools, improve the quality, timeliness, and effectiveness of feedback to employees. It is characterized as the ability of the process or service to reflect on its own operational performance, usage load, or environment to enhance the performance to increase quality.
- **Integration:** Tight integration with core employee data in the enterprise HRM system which helps the management to achieve true pay for performance, timely learning and development, and career and succession planning. Integration with performance and competency data ensures effective communication.

E-performance increases organizations' business success by driving and fostering employee engagement with business objectives in a clear process. This process enables one

to identify, plan, observe, improve, and reward performance. The process begins by empowering the employees with clearly identified performance goals and targets. The organizational management can then observe and adjust plans and goals to respond to employee capability or other circumstances such as market conditions or competitive threats. In addition, throughout the process, tools are available to coach employees towards success. If development is needed, e-performance enables learning and career planning processes. Finally, the overall assessment is determined and can automatically kick off related initiatives such as salary increases, bonuses, learning initiatives, or succession plan candidacy (Turban and King, 2003).

The performance planning process can be as simple or complex as one chooses. A straightforward performance review can be determined by managers or HR administrators and simply pushed out to employees; or one can enable a collaborative goal-setting process between manager and employee. This process can also include the nomination of multi-rate and 360-degree review participants. The functionality for establishing the criteria and enabling multi-source evaluations consists of these process steps:

1) **Process initiation:** The manager, employee, or HR admin can initiate the performance process.
2) **Criteria establishment:** Manager and employee can define performance criteria, such as goals and competencies, to be included on documents.
3) **Participant nomination:** Manager and employee can nominate other participants to provide feedback on employee performance. Nominees can accept or decline the nomination.
4) **Evaluation creation:** Employees, managers, and other participants complete their respective evaluations by rating evaluation items and entering comments.
5) **Participant evaluation completion/review:** Once released by reviewers, the manager views participants' average ratings and consolidates their feedback into the manager evaluation. The manager can optionally make use of the writing tools, comments from other evaluators pertaining to the evaluation, and can average consolidated ratings from other evaluators pertaining to the evaluation.

6) **Employee self-evaluation completion/review:** Once an employee completes a self-evaluation, the manager can review it.
7) **Manager/mentor evaluation completion/review:** The manager completes an employee evaluation; the employee then reviews the completed manager evaluation.
8) **Employee review:** The manager sends the evaluation to the employee for review.
9) **Manager review:** The manager submits the evaluation for approval.

E-performance encompasses technologies, interactive models, and tools aimed at online learning and development activities including: (Kawalek, 2006)

1) **Online performance reviews:** Most performance reviews capture the feedback of a single person, but e-performance enables multiple input sources, workflow between different parties, and so forth. This change makes for a broader, richer review.
2) **Online development plans:** A common outcome of a performance review or other intervention, online development plans identify development activities, associated resources, and periods that outline and support concrete action for the employee. An online development plan includes mechanisms for automatic reminders and other follow-up tools to keep the employee on track.

E-interaction encompasses technologies, interactive models, and tools that allow interaction between workers. Email, of course, is by far the most common application. However, do not overlook the value of email tools because they are easy to use. For instance, using templates allowed one user to easily send emails to her manager requesting help with specific parts of the development plan.

E-support encompasses technologies, interactive models, and tools that provide help with specific tasks. For example, an online job aid might be in the form of a checklist that defines the individual steps of a certain task. The tool might include automatic reminders, prompting the user to complete a task by a certain date.

With the help of the various electronic systems and technologies available, e- performance systems should be an easy-to-use, Web-based, self-service solution built as a self-service application for the managers and employees to (Kawalek, 2006):

1) Collaboratively plan performance, behaviors, and competencies.
2) Link strategic enterprise objectives to employee performance results and goals.
3) Track performance progress throughout the performance period.
4) Leverage HR writing tools, such as Results Writer, Language Checker, Spell Checker, and Development Tips.
5) Rate and weight results and competencies.
6) Leverage pre-integrated performance and competency content.
7) Track performance review deliverables with alerts and reports.
8) Complete assessments for results, behaviors, and competencies.
9) View embedded clear graphical reports for such functions as Status Dashboard, Rating Distributions, and Status Summary.

The e-performance system is a competency-based system that measures people not only on goal attainment but also on the very competencies that are required for their role. To ensure success, one can choose to support all employee goals with competencies and competency ratings that will help achieve success. One can quickly see if a candidate has the right qualities for the job, and can give them the training and development they need in order to succeed. The competency library and ratings are stored in the core HRMS system so that other processes such as learning, talent searches, and succession planning can leverage these information and data (Panina and Aiello, 2005).

However, the challenge of identifying each employee's talents, capabilities, and areas for growth to encourage positive contribution and managing poor performance is daunting. Further, most organizations want a single-system solution that works for all countries, regions, departments, and individuals and can be leveraged globally to deliver consistent messages, foster accountability, and offer reports.

There has been a wealth of research over recent years to define taxonomies of computer systems and their relationships to performance. This research work tends to distinguish

between computer systems that were equivalent to the stable and dynamic configurations. In addition, such research work tends to agree that operations involved with different types of computer systems had different performance priorities (Tesluk et al., 2009).

Commonly, performance priorities start with cost, followed by delivery and quality. Cost is determined by the degree of scale economies, capacity utilization, and inventory turnover. Delivery involves performance in lead times and supply reliability. Quality may involve both conformance and performance issues. Lamming et al. (2000) appeared to suggest that stable computer systems aimed at quality 'sustainability' (conformance) levels, which might not be as high as the quality 'supremacy' (performance) levels of dynamic computer systems. These computer systems aim at improving performance in cost, delivery, and quality through eliminating non-value-added activities, producing high volumes of standardized products, and optimizing information and material flows (Lee, 2002).

Norhayati and Siti-Nabiha (2009) particularly emphasized the need to eliminate waste and non-value-added activities to reduce cost and improve delivery across lean supply chains. Scale economies result from producing high volumes under stable demand conditions. In this context, information linkages are established to ensure 'the most efficient, accurate, and cost-effective transmission of information across the supply chain' (Jarrar and Schiuma, 2007).

Dynamic computer systems focus on agility and market-responsiveness. They enable the production of innovative products with short life cycles, such as in emergent industries with rapid technological change. Therefore, their major performance priority is flexibility, followed by quality and delivery. Flexibility includes abilities in customizing products, changing the product mix, and operating profitably in any volume of output (Huang et al., 2002). Delivery includes both reliability and lead-time performance. Quality performance (supremacy) appears to be more of a priority than in stable supply chains (Lamming et al., 2000). In dynamic computer systems, performance in flexibility, quality, and delivery is achieved through adopting build-to-order and mass customization practices across the value chain, using information technology for speedy transfer of orders to factory or

customization centers, and developing agile processes to enable fast response to demand changes (Lee et al., 2012). In contrast to stable computer systems, which focus on inventory reduction through lean techniques, dynamic computer systems maximize delivery speed through building buffer stocks of raw materials, components, or product modules across the value chain (Huang et al., 2002). According to Lee et al. (2012), the Internet would provide the best channel to enable timely communication across the dynamic supply chain.

2.8 Advantages and disadvantages of e-performance

According to Boyatzis (2008), businesses are under pressure to prove performance. However, business line managers and workplace learning and performance professionals tend to rely on the same tools and techniques that they have been using for years. The impacts of negative stress, time and knowledge management can compound to create a vicious circle of poor performance in the execution of projects (Kerzner, 2006). There needs to be a proactive approach to stress prevention and effective time and knowledge management that can create the opposite effect a virtuous circle of high individual and organizational performance (Cole, 2005). E-performance helps to better manage organizational performance drift through efficient and cost-effective performance measurement techniques.

Lawler (2003) argues that the process of developing indicators to assess progress towards certain predefined goals and reviewing performance against measures are often meant to help the organization to achieve and attain a certain strategic targets.

These targets can be the attainment of operational goals, ethical goals, low labor turnover goals, motivational goals, and financial goals. The e-performance system makes the attainment of these goals achievable and sustainable in the long term to make the organization more successful.

The e-performance system highlights the major components that have a great impact on the effectiveness and efficiency of the organizational operations. This can be summarized as follows: the system will improve services delivery; decentralization and institutional restructuring achieve it. By decentralization we mean delegation of

responsibilities and authorities dedicated to each individual as desired (Cole, 2000). It also can strengthen policy formulation and the control and monitoring process by facilitating communication and the sharing of information between the departments and afterwards between private companies and government departments. The organizations will have to attract and retain the necessary qualified people. Using e-performance, everyone as a stakeholder has to introduce and use modern budgetary processes. It will also help to fight most of the social abuses like corruption and will promote good corporate governance.

E-performance drives business results by directly linking employee performance and rewards with the organization's financial and business objectives and goal-linking capabilities drive alignment among missions, initiatives, and departmental or individual goals.

However, despite these far-reaching benefits of e-performance systems, it does need to be noted that sometimes these benefits are not always achieved, and this can be attributed to a variety of factors such as culture, implementation method, and the like. Petrakaki et al. (2007) studied the effect of e-performance systems many of working staff members in Greece, and found that while it did indeed improve employee performance, it also simultaneously caused negative behavior to emerge such as deception, as employees felt under pressure to achieve. This shows that created a successful e-performance system is a complex feat, and that there is no guarantee that e-performance systems will be a success, as a variety of facets play a considerable role (such as culture) and thus failure is likely if such factors are not fully considered.

2.9 The interface between culture and technology

The study of the relationship between culture and technology has been studied widely in contemporary literature. The importance of the interaction between the two is central to understanding which of the two factors leads to failure of the set objectives. Is it the technological system, or the people? Hence, it is imperative to examine the related literature in this area. Drucker (2008), Hill and McShane (2006) suggest that the role of technology systems is to increase task and organizational efficiency, while attaining effectiveness. Nevertheless, systems users react differently based on their inherited

prospective cultural norms and values. Hence, system by design must take such cultural norms into consideration (Choe, 2007). Moreover, Aykin (2007) argues that technology is an imposition on human cultures; therefore, a given system must take into consideration cultural norms and mores in order for it to achieve the objectives of its design.

Aguinis (2013) go further by suggesting that systems must be designed to serve cultural norms rather than designing standardized systems and assuming they will work for all users in all sets of culture. Myers and Tan (2005) concur with this argument and further suggest that systems by design must accommodate cultural differences since each system user is different and the purposes of design are different for each customer.

Hence, generic systems might be highly efficient and effective in some cultures, but less so in others. Tredinnick (2008) also discussed how various human behaviors and attitudes influence the utilization and ultimately the success of a given system, or its obsolescence. Hofstede (1997) was a pioneer in the interrelation between culture and technology. Hofstede's cultural model presents a platform to academics and practitioners alike on the importance of the nature of interaction between human and the machine.

Lytras and Carroll (2008), Koumpis (2009), and Leidner and Kayworth (2008) further suggest that language is a key cultural characteristic that greatly shapes human attitudes towards acceptance of a given system design. Information systems that do not take into consideration the user's linguistic abilities or the impact of designer's language in the inherited structure of a system may mean that the system is doomed to fail by users of different languages. Brocke and Rosemann (2009) stressed the importance of usefulness and ease of use of information systems design. However, they did not discuss the relationship between cultural differences and the degree of system ease of use amongst various cultures.

Choe (2007) and Myers and Tan (2005) emphasize in their research the relationship between national culture or users' cultural characteristics and a system's ease of use. Usefulness of the system appears to be a given characteristic in all system design. Choe (2007) particularly emphasized the importance of the impact of language, culture, and attitude on perceived ease of use. The above literature highlighted the significance of

cultural values, cultural norms, language, and various national attitudes and behaviors for systems design. The intent of such literature is to stress the uniqueness of each culture in terms of information system utilization and acceptance.

2.10 Conclusion

This chapter started with a discussion of e-performance in terms of use of electronic methods in every stage of the performance process, from identification of requirements through to payment, and potentially to contract management. The literature presented in this chapter described e-performance solutions as enablers of organizations, whether small or medium, to automate their purchasing process and reduce processing costs. This chapter also compared and contrasted various literature related to the topic of investigation in this research study. This chapter concluded with an examination of the relationship between systems design and human culture. Various theoretical and scholarly work, such as Lytras and Carroll (2008), Koumpis (2009), Leidner and Kayworth (2008), Choe (2007), suggests that language and cultural characteristics greatly shape human attitudes towards acceptance of a given system design. Brocke and Rosemann (2009) stressed the importance of usefulness and ease of use of information systems design. Failure to understand the relationship between cultural attributes and the perceived ease of use and usefulness of a given system might greatly hinder the utilization and success of a system or might even have a negative impact on an entire culture.

Part Two: Previous Studies

Local Studies

Abu Eishah (2015), "The effect of graphical user interface quality of management information systems on employees motivation"

This study aims at identifying the impact of the quality of the graphic user-interface of management information systems on employees' motivation to use management information system at Islamic University of Gaza. This is in addition to identifying the nature and the strength of the relationship between graphic user-interface quality along with its eight dimensions and employees' motivation to use management information system.

The descriptive analytical approach was used to achieve the objectives of the study. The study sample consists of (275) academic staff and administrative employees of the Islamic University of Gaza. They were randomly selected as a stratified sample. A questionnaire was used as the main study tool for collecting data. The study reached a number of findings, the most important of which are: the study sample shows its acceptance at the significance level of ($\alpha<=.05$) on the quality of seven dimensions out of eight dimensions of the graphic-interface. These seven dimensions are information display page, visual components, colors, system messages, interactive frame, target platform and aesthetic environment. The 8^{th} dimension, which is relevant to the help that graphic-user interface provides, had a neutral degree of acceptance at the significance level of ($\alpha<=.05$). In general, the findings show that quality of graphic-user interface has an impact on employees' motivation to use management information system.

The findings also reveal the existence of a statistically significant relationship at the significance level of (α<=.05) between the graphic user interface quality along with its eight dimensions and the employees' motivation to use the management information system at the Islamic University of Gaza. The findings also reveal that there are no statistically significant differences at the level of (α<=.05) between perceptions of respondents concerning the effect of graphic-user interface quality on employees' motivation to use the management information system attributed to the demographic variables (sex, age, qualification, field of work, years of service).

The main recommendations of the study are allowing employees to customize the graphic-interface. Providing more support for help and beauty that the graphic-interface offers. The study also recommends enabling graphic-interface to work on different types of devices, giving employees the chance to participate in designing graphic-interface, innovating more facilities, and making periodic evaluation for the graphic-interface usage feasibility.

Ayyesh (2014), "Factors affecting students' acceptance towards using the wireless network at the Islamic University of Gaza"

This research aims to address the factors affecting students' acceptance towards using the wireless network at the Islamic University of Gaza, namely: information quality, service quality, system quality, technical support, perceived usefulness and ease of use.

Two technology models were used to determine the variables of the research and relations among them: Technology Acceptance Model (TAM) that explains the relation among

perceived usefulness, usage intentions and ease of use and the Daylon & Mclain model for the success of Information Systems that explains the relation among information quality, quality of the information system, service quality, usage intentions and ease of use with the overall benefits of information systems.

The Islamic University of Gaza was used as a case study as questionnaires were distributed to 410 students of the university, 379 of which were filled and collected showing that all the above mentioned factors are realized in the wireless network of the Islamic University, and proved that perceived usefulness is one of the most important factors showing the system.

Recommendations from the research concluded: raising awareness on the importance of wireless network's usage, raising the quality of the wireless service, developing an automated system to report and resolve network issues, relocating the technical support unit to the center of the university, increasing the places designated for the use of the wireless network especially for female students and lifting off the restrictions on the download and browsing speed.

Abu Kareem (2013), "Relationship of Management Information Systems to Improving Managerial Performance – A field study on Non-governmental Organizations in Gaza Strip"

This study aimed to explore the relationship between the Management Information Systems (MIS) and the improvement of the management performance in non-governmental organizations (NGOs), in the Gaza Strip. Where, the descriptive analytical methodology has been adapted, and the questionnaire, as a tool, has been used to collect the data.

Therefore, 172 questionnaires were distributed to the managers of these organizations, 152 questionnaires were recollected, which means 88.3% response rate.

The most important results for this study are the following: equipment is considered as the most management systems that improves the management performance. Followed, in order, by, the users of information systems and programming. While the least effective factors on the information system were the professional technicians and data base. Furthermore, results show that management committees supervise and prioritize polices for these organizations. As well as, there are written mission statements that are announced to all employees at these NGOs. Moreover, the results show that the work system in the NGOs doesn't give ample chance for promotion. In addition, Information Technology (IT) section is responsible for saving data. Adding to that, it shows that there is a relation between the management information systems and the management performance. As well as, there are statistical differences between the MIS and the management performance refers to the variables of period of experience and the academic qualifications.

The study concluded many recommendations to NGOs, in Gaza Strip, to improve its performance, such as: ensuring the importance of having IT sections, employing specialists, and share in the planning the NGOs polices. Furthermore, there is a need to enhance the infrastructure of the IT, especially, the MIS. Moreover, ensure that NGOs are up-to-date regarding IT, and to train the employees how to use these up-dated technologies. In addition, urges NGOs to use its management policies that guides the MIS towards the improvement of its performance that lead to more organizational efficiency and effectiveness.

Ouda (2013), "Human resources information system and its impact on the effectiveness of the administration work in non-governmental organization in the Gaza Strip"

This study aimed at identifying the human resources information system and its impact on the effectiveness of the administration work in non-governmental organization in the Gaza Strip, because of the importance of the human resources and their impact on the functioning of the administrative process. The study, also, aimed to put recommendations, which enhance application of computerized human resources information to serve the success of the administrative processes in associations.

In this study, the researcher depended on the descriptive analytical approach, where he applied a stratified random sample consists of the largest one hundred association in terms of staff. The total sample size is 100 questionnaire; it was distributed to the human resources department officials or their representatives. The 80 questionnaires were filled, and the questionnaire was used to measure the variables of the study via SPSS.

The study results showed the availability of technical requirements for the application of information system by 81.64%, and the computerized system processes for management of information systems human resources was applied by 67.80% in charities. The suitable system for human resources management in the association is available, and the support from senior management is available to use. The workers on these systems require for training on an going to overcome the lack of technical experience and select a specialist in the association for the management of these systems.

The study recommended activating and applying human resources information system in all the functions of human resources management in the target NGOs and rely on integrated and licensed program for operating systems to keep the security of information and update it periodically using third-party specialized in this field.

Abu-Musa (2008), "UNRWA's Area Staff Satisfaction on Performance Appraisal System and its Incentives in the Gaza Field Office"

This study aimed at identifying the level of satisfaction among UNRWA's employees in regard to performance appraisal and its incentives to diagnose the errors committed by appraisers while appraising employees under their supervision, to identify whether the current performance appraisal system motivates employees and increases productivity, and to identify whether the output of the current appraisal system is used for organizational development and career planning.

The study follows the procedure of a descriptive approach. The total number of employees working in the Gaza Field Office is 9507. Employees in grades 1, 2 and 3 were excluded as they are not subject to performance appraisal. Thus, this makes the study population 8541 where 410 employees were surveyed. In order to ensure that particular grades within the study population are adequately represented in the sample, the researcher utilized stratified random method according to grade.

The study revealed that the system is not based on job analysis, and the job description does not include clear standards upon which employees' performance can be measured. It also showed that the analysis of data revealed that the Agency does not designate specific incentive package for employees whose performances are rated as outstanding. Moreover,

employees do not receive verbal incentives when they deserve. In addition, employees are not promoted for higher post based on the results of their performance. The personnel directive does not clearly state the kind and amount of incentives to be disbursed on excellent performers. In addition, analysis of data revealed that there are some mistakes committed by raters when they evaluate the performance of employees under their supervision.

The researcher recommended changing the performance appraisal report, establishing a post for performance appraisal officer, increasing incentives for outstanding performers and training appraisers on performance appraisal.

Foreign Studies

Lee et al. (2012), "The Impact of Information System Quality and Media Quality on the Intention to Use IPTV"

This study examines the factors influencing internet protocol television (IPTV) usage intention. Using Davis's technology acceptance model (TAM) and DeLone and McLean's model of information system success, this study investigates the effects of information system quality (information quality, system quality, and service quality) and media quality on IPTV use in terms of perceived usefulness, perceived ease of use, and usage intention. We examined the proposed model by employing structural equation modeling and survey data from 222 IPTV users.

The results indicate that information quality, service quality, and media quality had significant effects on perceived usefulness and that information quality and media quality had significant effects on perceived ease of use. However, system quality had no effect on

perceived usefulness or perceived ease of use. In addition, perceived ease of use influenced perceived usefulness, and perceived usefulness and perceived ease of use influenced IPTV usage intention. Further, the stability and reliability of IPTV services encouraged IPTV use, and successful IPTV services showed high media quality.

Rajpal, (2012), "Elucidating the impact of Cloud Computing in education sector: Benefits and Challenges"

This research aims toward a comprehensive literature review for the analysis of how the cloud helps ensure that students, teachers, faculty, parents, and staff have on demand access to critical information using any device from anywhere. This review of the literature and concurrent widespread discussions with IT leaders suggests that Cloud Computing is an important development with the shift from mainframe to client server based computing.

The objective of this research is to study and analyze Cloud Computing and how it is important for the education sector. In simple terms, Cloud Computing enables you to access software applications, hardware, data and computer processing power on the web, rather than loading software onto your own computer or school server. The final result that the several CIOs have predicted that higher education institutions will get out of the game of running the monolithic enterprise systems and will move the finance, human resources, and student systems into the cloud over the next five to ten years . And the use of Cloud Computing in schools and universities substantially increases availability of necessary educational computing services and applications to students and educators through the infrastructure it provides.

Al-Raisi, (2011) "E-performance assessment system in governmental organizations in the United Arab Emirates"

This research examines the introduction of e-performance assessment systems in governmental organizations in the United Arab Emirates. The research also examines the influence of cultural forces in accepting the implementation of technology systems that deal with assessment and evaluation of government employees to facilitate the transitional process from manual to e-performance assessment.

The methodology used in this research can be described as follows: first a descriptive method to explain the main management theories underlying employee e-performance, followed by an illustration of the concept of electronic tools, based on what has been written in the relevant literature, then conducting a pilot study. A pilot study was made to reduce uncertainty in survey questions, increase clarity, enhance questionnaire validity, and expand on factors that might affect data analysis, improve research design, and confirm the feasibility of this research study. The conceptual model of this study is determined on the based of literature analysis, the pilot study, and the empirical collection of data. A model for a performance appraisal assessment system is proposed, which shows a statistical significance between performance management, e-performance management, performance assessment, e-performance assessment, and performance standards with both perceived usefulness and perceived ease of use.

This study finds that there are numerous factors shapes ethics and norms at the workplace. This study suggests that the United Arab Emirates enjoys highly structured governmental organizations. This primarily results from the naturally inherited characteristics of being a

high-context society. The major findings of this research aim to contribute to available literature, as there is currently a distinct shortage of relevant academic work targeting the issue of governmental e-performance systems. Similarly no papers concerning e-performance in a UAE context actually existed prior to this investigation. Therefore, much of the available literature was found to be only semi-relevant.

Sánchez & Hueros (2010), "Motivational factors that influence the acceptance of Moodle using TAM"

The aim of our study is to improve understanding of the motivational factors behind student satisfaction, or dissatisfaction, with the Web-based learning platform, Moodle.

This study extends the Technology Acceptance Model (TAM) to include technical support and perceived self-efficacy, with the expectation that they influence usage of Moodle. It surveyed 226 students of the Business Administration and Management (LADE) and Infant and Primary School Teaching degree courses of the University of Huelva.

The data showed that technical support has a direct effect on perceived ease of use and perceived usefulness. Moodle usage was also directly influenced by perceived ease of use and attitude. The results reveal the importance of perceived ease of use and perceived usefulness on attitude.

Comments on the Previous Studies

The review of local and foreign previous studies that are directly related to the subject facilitated the preparation of the study's theoretical framework, also the findings and frameworks of the previous studies helped enriching the researcher study. From the researcher point of view, the most important issue that was highlighted is the electronic systems and its influence on users as well as the users perceptions of the system. The studies of Abu Eishah (2015), Ayyesh (2014), Abu Kareem (2013) and Rajpal, (2012) focused on the relationship between the users and the aspects of systems beside the challenges facing the systems.

The importance of evaluating the system was reflected in the studies of Ouda (2013), Abu-Musa (2008) and Sánchez & Hueros (2010) were the researchers showed the advantages of systems through conducting a thorough assessment before giving recommendations that improve the systems. Abu Musa (2008) evaluated the paper-based evaluation system; however, this study evaluated the computerized form.

The great majority of the studies were conducted in the private sector, however, some of these studies were applied on governmental sectors like studies of Al-Raisi (2011) and Lee et al. (2012).

The researcher noticed the diversity of methodology used in the previous studies between descriptive approach, analytical approach and a case study, also the varied method of population determination as most of the studies defined the population, while others depends on theory-based literature , case studies frameworks and empirical studies.

Chapter 3
Materials and Methods

3.1 Introduction

The current chapter presents information about the methods used to apply this research. It describes the design of the selected approach, the population, the data collection and data analysis methods. In addition, information about the research instrument and its reliability and validity are illustrated at the end of the chapter.

3.2 Research Design

In this research, the analytical descriptive approach was used to evaluate the new system and its effects on performance of employees at UNRWA GFO. This approach contributes to the improvement of the E-performance system in UNRWA GFO and the way the employees deal with it; the result of research will be reflected and generalized.

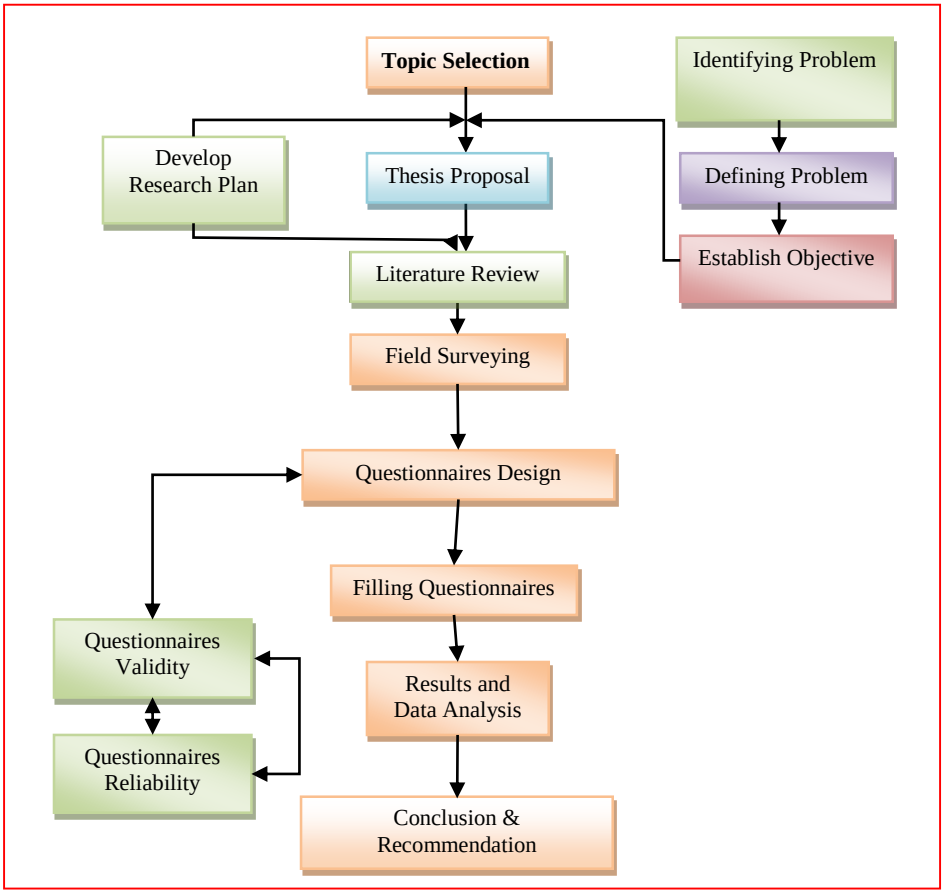

Figure (3.1): Research Design

This methodology reviews past studies to summarize the current knowledge in the area under investigation and to identify strengths and weaknesses in order to eliminate the potential threats, whilst bringing to the fore the potential opportunities. In addition, to predict the outcomes of the research in the coming stage.

3.3 Research Population and Sample

The population of this research consists of the staff working at the UNRWA GFO office from all managerial levels in order to collect comprehensive accurate data.

To get more accurate data, the research applied a comprehensive approach to cover all employees at the UNRWA GFO. UNRWA GFO includes 250 employees where 150 work at offices and 100 at the field, the researcher distributed the results amongst those who work at the office and deal with the electronic system. The remaining 100 employees do not deal with computers as they work in the field like security guards, gators, care takers and so on

After that, questionnaires were distributed to target UNRWA employees with a descriptive cover letter and were asked to fill out questionnaire. The distributed questionnaires equal 150, and 148 questionnaires fit for research were obtained. Therefore, the response rate of questionnaires is equal to 98.67 %. The remained 2 questionnaires were eliminated because of incomplete information and invalidity.

3.4 Data collection sources

3.4.1 Secondary Data

A range of secondary data were reviewed, including UNRWA's reports, manuals and booklets. In addition, the researcher reviews some of the similar systems in other organizations.

Furthermore, many textbooks, journals, academic theses, internet websites and other literature in the field of employees assessment practices were reviewed and used in this research. Additional information about the system were retrieved from the UNRWA manuals.

3.4.2 Primary Data

a) **Qualitative part:** two unstructured interviews[3] were conducted to obtain precise details to form the problem statement.

b) **Quantitative part:** a questionnaire including 43 questions was used to get the quantitative data.

3.5 Research Instruments

For the quantitative part, an interviewed questionnaire was used to collect the quantitative data, it consists of two parts; the first part contains questions about demographic variables of the respondents, the second part contains questions about E-Performance Assessment System and the employees opinions where it includes five parts that are:

[3] The first interview was on 3/10/2016 with head and staff of human resource management department at GFO; the second interview was on 9/10/2016 with IT team who are responsible for managing the E-Performance Assessment System.

1) The Adoption of E-Performance System (10 questions).
2) System Interface and Design (14 questions).
3) E-Performance Measurement (7 questions).
4) E-Performance Assessment (6 questions).
5) E-Performance Standards (6 questions).

The questionnaire questions were retrieved from previous studies before being developed by the researcher and the referees. The researcher benefited from the studies of Ayyesh (2014), Ouda (2013) and Abu Musa (2008) in building the questionnaire. Appendices (**A**) and (**B**) show the English and Arabic versions of the questionnaire.

3.6 Data Measurement Scale

Measurement scales refer to ways in which data are defined and categorized. Each scale of measurement has certain properties that in turn determines the appropriateness for use of certain statistical analysis methods (Kiess & Green, 2010). The four scales of measurement are nominal, ordinal, interval, and ratio. In this research, ordinal scale is used.

Likert-type scale used in this research is 1 to 5 scale. The respondent could answer the questionnaire item with a number from 1 to 5 where (5) represents the highest acceptance degree about an item and (1) represents the lowest acceptance degree about it as illustrated in table (3.1). Fundamentally, these scales do not represent a measurable quantity nor do they indicate that the intervals between scales are equal.

Table (3.1): Data Measurement Scale

Level	**Strongly disagree** ← → **Strongly agree**				
Scale	1	2	3	4	5
Weight mean	20%-36%	37%-52%	53%-68%	69%-84%	85%-100%

The percentages were calculated by the researcher. The researched gave percentages to each scale out of 100% to translate the levels for the reader; not to be used during SPSS analysis.

3.7 Statistical analysis Tools

The researcher used quantitative data analysis method utilizing "SPSS 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) Parametric Tests (One-sample T test, Independent Samples Variance).
6) Spearman –Brown Coefficient
7) One-way ANOVA test for difference between means three independent samples or more.
8) Scheffe test for Multiple Comparisons between each two independent samples.
9) Multiple linear regression.

3.7.1 One-sample

T test is used to determine if the mean of a paragraph is significantly different from a hypothesized value. If the P-value (Sig.) is smaller than or equal to the level of significance, then the mean of a paragraph is significantly different from a hypothesized value. The sign of the Test value indicates whether the mean is significantly greater or smaller than hypothesized value. On the other hand, if the P-value (Sig.) is greater than the level of

significance, then the mean of the paragraph is insignificantly different from a hypothesized value.

3.7.2 Independent Samples

T-test is used to examine if there is a statistical significant difference between two means among the respondents toward the E-performance Assessment System in the UNRWA GFO.

3.8 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 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 (Thode, 2002).

Results test as shown in table (3.2), clarifies that the calculated p-value is greater than the significant level that is equal 0.05 (p-value. > 0.05), this in turn denotes that data follows normal distribution, and so parametric tests must be used.

Table (3.2): Results of Test of Normality, One-sample K-S

#	Section	Statistic test	P-value
1	The Adoption of E-Performance System (EPS)	1.096	0.181
2	System Interface and Design	1.108	0.172
3	E-Performance Measurement (EPM)	1.069	0.203
4	E-Performance Assessment (EPA)	1.025	0.244
5	E-Performance Standards (EPS)	1.040	0.267
All items		**1.061**	**0.211**

3.9 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.

To ensure validity of the questionnaire, expert validity and to two statistical tests were applied. First test is ***Criterion-related validity test (Pearson test)***, which measures the correlation coefficient between each paragraph in one field and the whole field. Second test is ***Structure validity test (Pearson test)*** that tests 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 similar scale.

3.9.1 Expert Validity

In order to ensure high level of reliability for the developed tool, it is important to review this tool to ensure its relevance to the main aim of the research and to identify any the potential problems with the questions. The first draft of questionnaire was reviewed by a number of referees **(Check Appendix C)** on both academic and professional levels from people who have had long-time experience in the field of the research. The feedback was received and taken into consideration when finalizing the final draft of the questionnaire.

3.9.2 Internal Consistency

Internal consistency is the first statistical test that used to test the consistency of the questionnaire. It is measured the correlation coefficients between each paragraph in one

field and the whole field. Tables (3.3) to (3.7) below shows the correlation coefficient and p-value for each field items. As shown in the table the p-value are less than 0.05 or 0.01, so the correlation coefficients of this field are significant at $\alpha = 0.01$ or $\alpha = 0.05$, so it can be said that the paragraphs of this field are consistent and valid to measure what were set for.

Table (3.3): The correlation coefficient between each question in the field and the whole field (The first field: The Adoption of EPS)

#	Question	Pearson coefficient	p-value
1	EPS is an attractive technological option to UNRWA's staff.	0.414	0.023
2	EPS is an attractive economic option to UNRWA's top management.	0.645	0.000
3	UNRWA's focuses on new electronic system projects, which aim to maintain competitive advantage.	0.785	0.000
4	UNRWA provides equipment and services needed for the EPS operation (i.e. high-speed connection, servers etc.)	0.566	0.001
5	Top management is informed of ongoing developments of EPS and the importance of its use.	0.630	0.000
6	Top management concerns to provide the staff with the needed trainings and skills for the new EPS to keep up with development.	0.667	0.000
7	There is a support from top management in EPS electronic system to adopt everything new.	0.600	0.000
8	Top management has plans to get rid of obstacles that hinder the use of any new technology utilized within UNRWA.	0.714	0.000
9	The adoption of EPS is included in UNRWA's strategic plan.	0.719	0.000
10	Top management facilitates shift process to the new EPS.	0.659	0.000

Table (3.4): The correlation coefficient between each question in the field and the whole field (The second field: System Interface and Design)

#	Question	Pearson coefficient	p-value
1	The EPS interface is designed in a clear and simple manner.	0.386	0.035
2	The EPS interface is designed to be flexible and user-friendly.	0.598	0.000
3	The user can move between the facades of the EPS through main icons.	0.669	0.000
4	The system include guidelines and hints to help users.	0.717	0.000
5	The system include hyperlinks that link users to other supporting websites.	0.662	0.000
6	The system shows the last changes made.	0.412	0.024
7	The system provide "save" and "recall" features.	0.498	0.005
8	The system can send e-mails and notifications to keep users updated.	0.698	0.000
9	The system design is in line with its objectives.	0.745	0.000
10	The terms and concepts used in the system are clear and understandable.	0.645	0.000
11	The system comes in Arabic and English language.	0.543	0.002
12	The system design and layout fit the official work theme at UNRWA.	0.614	0.000
13	The system utilize effective reporting methods.	0.597	0.000
14	The system works faultlessly when many users are online.	0.524	0.003

Table (3.5): The correlation coefficient between each question in the field and the whole field (The third field: EPM)

#	Question	Pearson coefficient	p-value
1	EPS is an effective mean by which UNRWA discovers the qualified people.	0.565	0.001
2	UNRWA uses vocational education for employee development in relation to Electronic performance results.	0.745	0.000
3	There is a growth in the use of the Electronic performance results to support training and development programs.	0.715	0.000
4	Electronic Performance system is used as an attraction tool to get more accurate data about professional staff.	0.595	0.001
5	Electronic Performance ensures satisfactory work and	0.615	0.000

	attitude meet a high set of standards.		
6	UNRWA's top management involve their staff in the preparation and update of the EPM.	0.377	0.040
7	The system itself is evaluated by UNRWA's management.	0.583	0.001

Table (3.6): The correlation coefficient between each question in the field and the whole field (The fourth field: EPA)

#	Question	Pearson coefficient	p-value
1	Employees are given their performance scores via intranet to know their weakness and strengths.	0.487	0.006
2	Electronic Performance exceptional work and attitude far exceed standards.	0.393	0.032
3	Electronic Performance results are linked to the internal promotions system at UNRWA.	0.483	0.007
4	Electronic Performance approaches are designed and run according to international standards	0.462	0.010
5	The management strongly belief that Electronic Performance is a major source for UNRWA's competitive advantage.	0.460	0.010
6	The system help in evaluating staff's current and future performance.	0.561	0.001

Table (3.7): The correlation coefficient between each question in the field and the whole field (The fifth field: EPS)

#	Question	Pearson coefficient	p-value
1	Electronic performance is more effective than manual performance.	0.826	0.000
2	EPA is used to identify the skill gaps in the organization.	0.842	0.000
3	UNRWA should have Electronic PA (Performance Assessment) center.	0.783	0.000
4	The Electronic system allowed employees to link performance to business strategies.	0.917	0.000
5	Electronic Performance results are used to empower employee.	0.485	0.007
6	Electronic Performance ensures satisfactory work and attitude meet a high set of standards.	0.729	0.000

3.10 Structure Validity of the Questionnaire

Structure validity 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 filed and all the fields of the questionnaire that have the same level of liker scale. As shown in table (3.8), the significance values are less than 0.01, so the correlation coefficients of all the fields are significant at $\alpha = 0.01$, 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.

Table (3.8): Structure Validity of the Questionnaire

#	Section	Pearson correlation coefficient	p-value
1	The Adoption of E-Performance System (EPS)	0.792	0.000
2	System Interface and Design	0.863	0.000
3	E-Performance Measurement (EPM)	0.920	0.000
4	E-Performance Assessment (EPA)	0.608	0.000
5	E-Performance Standards (EPS)	0.716	0.000

3.11 Reliability of the Research

Reliability of an instrument is the degree of consistency with which it measures the attribute it is supposed to be measuring. The test is repeated to the same sample of people on two occasions and then compares the scores obtained by computing a reliability coefficient. For the most purposes reliability coefficient above 0.70 are considered satisfactory. Period of two weeks to a month is recommended between two tests. Due to workload and conditions that the employees are facing at the time being, it was too difficult to ask them to responds to the questionnaire twice within short period. The statistician's explained that, overcoming the distribution of the questionnaire twice to measure the reliability can be achieved by using Cronbach's Coefficient Alpha and Half Split Method through the SPSS software.

3.11.1 Cronbach's Coefficient Alpha

Cronbach's coefficient alpha is used to measure the reliability of the questionnaire between each field and the mean of the whole fields of the questionnaire and whether 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 section of the questionnaire as shown in table (3.9).

Table (3.9): The Values of Cronbach's Alpha for Each Field of the Questionnaire and the Entire Questionnaire

#	Section	Cronbach's Alpha
1	The Adoption of E-Performance System (EPS)	0.8475
2	System Interface and Design	0.8607
3	E-Performance Measurement (EPM)	0.8582
4	E-Performance Assessment (EPA)	0.8721
5	E-Performance Standards (EPS)	0.8924
	All items	**0.8721**

3.11.2 Half Split Method

This method depends on finding Pearson correlation coefficient between the means of odd rank questions and even rank questions of each field of the questionnaire. Then, correcting the Pearson correlation coefficients can be done by using Spearman Brown correlation coefficient of correction. The corrected correlation coefficient (consistency coefficient) is computed according to the following equation:

Consistency coefficient = $2r/(r+1)$, where r is the Pearson correlation coefficient. The normal range of corrected correlation coefficient $2r/(r+1)$ is between 0.0 and + 1.0 As shown in table (3.10), and the general reliability for all items equal 0.8588, and the

significant (α) is less than 0.05 so all the corrected correlation coefficients are significance at α = 0.05. It can be said that according to the Half Split method, the dispute causes group are reliable.

Table (3.10): Split-Half Coefficient method

#	Section	person-correlation	Spearman-Brown Coefficient
1	The Adoption of E-Performance System (EPS)	0.7115	0.8314
2	System Interface and Design	0.7354	0.8475
3	E-Performance Measurement (EPM)	0.7115	0.8314
4	E-Performance Assessment (EPA)	0.8165	0.8990
5	E-Performance Standards (EPS)	0.7056	0.8274
	All items	**0.7525**	**0.8588**

Chapter 4
Results and Discussion

4.1 Introduction

In this chapter, results of the study have been analyzed, explained, discussed and compared to the results of previous studies in order to assessing the E-performance Assessment System at UNRWA GFO. The analytical descriptive method has been used to analyze and describe the findings of the study. The main questions and the hypotheses of the study have been tested as well.

4.2 Demographic Characteristics

4.2.1 Gender

Table (4.1): Distribution of Respondents' Gender

Gender	Frequency	Percentages
Male	96	64.9
female	52	35.1
Total	**148**	**100.0**

Table (4.1) shows that the majority of respondents are males and represents 64.9% of the study population.

4.2.2 Age

Table (4.2): Distribution of Respondents' Age

Age (Years)	Frequency	Percentages
Less than 30 years	8	5.4
30 to less than 40 years	58	39.2
40 or more	82	55.4
Total	**148**	**100.0**

The results show that 5.4% are less than 30 years old, which represent the youth category, and the 39.2% are between 30 and 40. In addition, 55.4% of the respondents are older than 40. This indicates to how much UNRWA is interested in employing the young age because

the work at GFO is growing continuously and need employees who are active and have energy to improve themselves and to make good progress along with the work environment.

4.2.3 Educational level

Table (4.3) shows the educational level of respondents.

Table (4.3): Distribution of Educational Level.

Educational level	Frequency	Percentages
Diploma or Below	15	10.1
Bacheloar	99	66.9
Master	32	21.6
PhD	2	1.4
Total	**148**	**100.0**

Through the results, it is clear that the great majority of respondents are bachelor holders and above. This result is attributed to the UNRWA's work nature where qualified personnel are needed to fulfill the operations, and to be able to perform their work effectively. It also noted that 1.4% of the respondent holds a PhD. degree, this little percentage refer to the requirement of travelling abroad to get the PhD which is high expensive from one side and imposed siege on Gaza Strip which hinder the citizens to. While 16.8% of the respondents hold a master degree; this reflects the extent of managers' interest in developing their knowledge and performance. Simultaneously. In addition, through the interviews with some employees, a lot of them seek to have high level of education but they haven't time because their work pressure and long hours spending at work.

4.2.4 Years of Experience

Table (4.4) shows the respondents' years of experience in the current position.

Table (4.4): Distribution of Years of Experience

Years of Experience	Frequency	Percentages
Less than 5 years	5	3.4
5 to less than 10 years	22	14.9
10 to less than 15 years	33	22.3
More than 15 years	88	59.5
Total	**148**	**100.0**

Table (4.4) shows that 59.5% of employees have work experience more than 15 years. 22.3% of the respondents have 10-15 years of experience, and 14.9% of the respondents have years of experience between 5 and 10. Finally, 3.4% of the respondents are less than 5-year experience.

4.2.5 Grade (at UNRWA)

Table (4.5) shows the respondents' grade at UNRWA.

Table (4.5): Distribution of employees' grade at UNRWA.

Grade (at UNRWA)	Frequency	Percentages
From 4 to 8	29	19.6
From 9 to 11	48	32.4
From 12 to 15	59	39.9
From 16 to 20	12	8.1
Total	**148**	**100.0**

4.3 Evaluation of the System

In the following tables, one sample t test was applied to test if the opinions of the respondent in the content of the sentences are positive (weight mean greater than "60.0%" and the p-value less than 0.05 or the value of T test greater than the critical T value) otherwise the sentences are not positive.

4.3.1 Adoption of E-Performance System (EPS)

One sample T test was used to evaluate the opinion of the respondent about the Adoption of E-Performance System (EPS) and the results shown in table (4.6) where the highest two items according to the weight mean are as follow:

1) In item No. (4): the weight mean equal 72.97% and p-value equal 0.000, which is less than 0.05. That means UNRWA provides equipment and services needed for the EPS operation (i.e. high-speed connection, servers etc.).
2) In item No. (9): the weight mean equal 68.38% and p-value equal 0.000, which is less than 0.05. That means the adoption of EPS is included in UNRWA's strategic plan.

In contrast, the lowest two items according to the weight mean as follows:

1) In item No. (1), the weight mean equal 58.78% and p-value equal 0.447, which is greater than 0.05. That means EPS is not an attractive technological option to UNRWA's staff.
2) In item No. (6), the weight mean equal 58.78% and p-value equal 0.491, which is greater than 0.05. That means top management does not provide the staff with the needed trainings and skills for the new EPS to keep up with development.

In general the results for all items of the field show that the average mean equal 3.21 and the weight mean equal 64.24% which is greater than 60% and the value of t test equal 3.562, which is greater than the critical value which is equal 1.98 and the p-value equal 0.000 which is less than 0.05. This means that adoption of E-Performance System (EPS) is highly accepted by the employees since it is significant at level $\alpha = 0.05$.

Throughout the analysis above, it is clear that employees encourages the adoption of E-Performance system and realize that UNRWA support upgrading to this system as it is amongst the UNRWA strategic plan. This was also clear during the interviews[4] the researcher conducted with some seniors at UNRWA during his work.

[4] The first interview was on 3/10/2016 with head and staff of human resource management department at GFO; the second interview was on 9/10/2016 with IT team who are responsible for managing the E-Performance Assessment System.

Table (4.6): The Adoption of E-Performance System (EPS)

#	Items	Mean	standard deviation	Weight mean	t-value	P-value
1	EPS is an attractive technological option to UNRWA's staff.	2.94	0.970	58.78	-0.762	0.447
2	EPS is an attractive economic option to UNRWA's top management.	3.27	1.001	65.41	3.286	0.001
3	UNRWA's focuses on new electronic system projects, which aim to maintain competitive advantage.	3.29	1.051	65.81	3.362	0.001
4	UNRWA provides equipment and services needed for the EPS operation (i.e. high-speed connection, servers etc.)	3.65	0.968	72.97	8.152	0.000
5	Top management is informed of ongoing developments of EPS and the importance of its use.	3.21	0.935	64.19	2.725	0.007
6	Top management concerns to provide the staff with the needed trainings and skills for the new EPS to keep up with development.	2.94	1.070	58.78	-0.691	0.491
7	There is a support from top management in EPS electronic system to adopt everything new.	3.05	0.964	60.95	0.597	0.552
8	Top management has plans to get rid of obstacles that hinder the use of any new technology utilized within UNRWA.	3.10	0.924	62.03	1.335	0.184
9	The adoption of EPS is included in UNRWA's strategic plan.	3.42	0.896	68.38	5.688	0.000
10	Top management facilitates shift process to the new EPS.	3.26	0.977	65.14	3.198	0.002
All items		**3.21**	**0.725**	**64.24**	**3.562**	**0.000**

Critical value of T at degrees of freedom 147 and significance level 0.05 equal 1.98

4.3.2 System Interface and Design

To evaluate the system interface and design, one sample T test for the opinion of the respondent was applied and the results shown in table (4.7) where the highest two items according to the weight mean as follows:

1) In item No. (11), the weight mean equal 69.19% and p-value equal 0.000, which is less than 0.05. That means the system comes in Arabic and English language.
2) In item No. (3), the weight mean equal 67.84% and p-value equal 0.000, which is less than 0.05. That means the user can move between the facades of the EPS through main icons.

In contrast, the lowest two items according to the weight mean as follows:

1) In item No. (8), the weight mean equal 58.24%" and p-value equal 0.330, which is greater than 0.05. That means the system cannot send e-mails and notifications to keep users updated.
2) In item No. (5), the weight mean equal 54.05%" and p-value equal 0.002, which is less than 0.05. That means the system does not include hyperlinks that link users to other supporting websites.

In general the results for all items of the field show that the average mean equal 3.15 and the weight mean equal 63.04% which is greater than 60% and the value of t test equal 2.560 which is greater than the critical value which equal 1.98 and the p-value equal 0.011 that is less than 0.05. This means the system interface and design positively affects the employees' perceived usefulness of system and perceived ease of use at significance level $\alpha \leq 0.05$. Practically, and being one of the UNRWA GFO staff, it was clear that the user-friendly applications that are designed in a good way, attract and motivate employees to deal with them and provide more accurate data and information about the work. The high percentage of items (3) and (11) is because the system was designed carefully to ensure flexibility and to support both Arabic and English speakers.

Table (4.7): System Interface and Design

#	Items	Mean	standard deviation	Weight mean	t-value	P-value
1	The EPS interface is designed in a clear and simple manner.	3.04	1.049	60.81	0.470	0.639
2	The EPS interface is designed to be flexible and user-friendly.	3.05	0.978	60.95	0.588	0.557
3	The user can move between the facades of the EPS through main icons.	3.39	1.008	67.84	4.731	0.000
4	The system include guidelines and hints to help users.	3.23	0.997	64.59	2.803	0.006
5	The system include hyperlinks that link users to other supporting websites.	2.70	1.152	54.05	-3.141	0.002
6	The system shows the last changes made.	3.18	1.054	63.51	2.027	0.044
7	The system provide "save" and "recall" features.	3.36	1.017	67.16	4.284	0.000
8	The system can send e-mails and notifications to keep users updated.	2.91	1.094	58.24	-0.977	0.330
9	The system design is in line with its objectives.	3.08	0.979	61.62	1.007	0.316
10	The terms and concepts used in the system are clear and understandable.	3.22	1.000	64.32	2.630	0.009
11	The system comes in Arabic and English language.	3.46	1.203	69.19	4.646	0.000
12	The system design and layout fit the official work theme at UNRWA.	3.26	0.912	65.14	3.425	0.001
13	The system utilize effective reporting methods.	3.11	0.973	62.30	1.437	0.153
14	The system works faultlessly when many users are online.	3.14	0.911	62.84	1.895	0.060
All items		**3.15**	**0.722**	**63.04**	**2.560**	**0.011**

Critical value of T at degrees of freedom 147 and significance level 0.05 equal 1.98

4.3.3 E-Performance Measurement (EPM)

One sample T test was applied to evaluate the opinion of the respondent about the E-Performance Measurement (EPM) and the results shown in table (4.8) where the highest two items according to the weight mean as follows:

1) In item No. (7), the weight mean equal 58.92% and p-value equal 0.524, which is greater than 0.05. That means UNRWA's management does not evaluate the system itself.
2) In item No. (4), the weight mean equal 57.84% and p-value equal 0.266, which is greater than 0.05. That means Electronic Performance system is not used as an attraction tool to get more accurate data about professional staff.

In contrast, the lowest two items according to the weight mean as follows:

1) In item No. (3), the weight mean equal 53.24% and p-value equal 0.000, which is less than 0.05. That means there is not a growth in the use of the electronic performance results to support training and development programs.
2) In item No. (6), the weight mean equal 50.68% and p-value equal 0.000, which is less than 0.05. That means UNRWA's top management does not involve their staff in the preparation and update of the EPM.

In general, the results for all items of the field show that the average mean equal 2.74 and the weight mean equal 54.75% which is less than 60% and the absolute value of t test equal 3.467, which is greater than the critical value that equal 1.98. The p-value equal 0.001, which is less than 0.05, that means E-Performance Measurement procedures do not positively affects the employees' perceived usefulness of system and perceived ease of use at significance level $\alpha = 0.05$.

Since it was installed and operated recently, the UNRWA management has not evaluated the system yet. In addition, some employees find the procedures of evaluation strange as they are used to the traditional system.

Table (4.8): E-Performance Measurement (EPM)

#	Items	Mean	Standard deviation	Weight mean	t-value	p-value
1	EPS is an effective mean by which UNRWA discovers the qualified people.	2.72	1.087	54.46	-3.101	0.002
2	UNRWA uses vocational education for employee development in relation to Electronic performance results.	2.68	1.063	53.65	-3.635	0.000
3	There is a growth in the use of the Electronic performance results to support training and development programs.	2.66	1.021	53.24	-4.027	0.000
4	Electronic Performance system is used as an attraction tool to get more accurate data about professional staff.	2.89	1.179	57.84	-1.116	0.266
5	Electronic Performance ensures satisfactory work and attitude meet a high set of standards.	2.72	1.087	54.46	-3.101	0.002
6	UNRWA's top management involve their staff in the preparation and update of the EPM.	2.53	1.175	50.68	-4.828	0.000
7	The system itself is evaluated by UNRWA's management.	2.95	1.029	58.92	-0.639	0.524
All items		**2.74**	**0.921**	**54.75**	**-3.467**	**0.001**

Critical value of T at degrees of freedom 147 and significance level 0.05 equal 1.98

4.3.4 E-Performance Assessment (EPA)

One sample T test for was applied to evaluate the opinion of the respondent about the E-Performance Assessment (EPA). The results shown in table (4.9) where the highest two items according to the weight mean as follows:

1) In item No. (1), the weight mean equal 59.73% and p-value equal 0.889 which is greater than 0.05. That means employees are not given their performance scores via intranet to know their weakness and strengths.
2) In item No. (5), the weight mean equal 58.24% and p-value equal 0.322, which is greater than 0.05. That means the management do not strongly belief that Electronic Performance is a major source for UNRWA's competitive advantage.

In contrast, the lowest two items according to the weight mean as follows:

1) In item No. (2), the weight mean equal 56.49% and p-value equal 0.019, which is less than 0.05. That means electronic Performance does not exceed exceptional work and standards.
2) In item No. (3), the weight mean equal 46.08% and p-value equal 0.000, which is less than 0.05. That means Electronic Performance results are not linked to the internal promotions system at UNRWA.

In general, the results for all items of the field show that the average mean equal 2.79 and the weight mean equal 55.88%, which is less than 60%. The absolute value of T test equal 3.121, which is greater than the critical value which is equal 1.98 and the p-value equal 0.002, which is less than 0.05. That means E-Performance Assessment/ results do not affect the employees' perceived usefulness of system and perceived ease of use at significance level $\alpha = 0.05$.

Table (4.9): E-Performance Assessment (EPA)

#	Items	Mean	standard deviation	Weight mean	t-value	P-value
1	Employees are given their performance scores via intranet to know their weakness and strengths.	2.99	1.172	59.73	-0.140	0.889
2	Electronic Performance exceptional work and attitude far exceed standards.	2.82	0.901	56.49	-2.371	0.019
3	Electronic Performance results are linked to the internal promotions system at UNRWA.	2.30	1.210	46.08	-6.996	0.000
4	Electronic Performance approaches are designed and run according to international standards	2.86	0.990	57.16	-1.744	0.083
5	The management strongly belief that Electronic Performance is a major source for UNRWA's competitive advantage.	2.91	1.075	58.24	-0.994	0.322
6	The system help in evaluating staff's current and future performance.	2.88	1.081	57.57	-1.369	0.173
All items		**2.79**	**0.803**	**55.88**	**-3.121**	**0.002**

Critical value of T at degrees of freedom 147 and significance level 0.05 equal 1.98

Table (4.10): Summary of Evaluation of E-performance assessment system in the UNRWA headquarter in Gaza

#	Type of variable	Items	Mean	standard deviation	Weight mean	t-value	P-value
1	Dependent	The Adoption of E-Performance System (EPS)	3.21	0.725	64.24	3.562	0.000
2	Independent	System Interface and Design	3.15	0.722	63.04	2.560	0.011
3		E-Performance Measurement (EPM)	2.74	0.921	54.75	-3.467	0.001
4		E-Performance Assessment (EPA)	2.79	0.803	55.88	-3.121	0.002
5		E-Performance Standards (EPS)	2.97	0.834	59.30	-0.509	0.611
All independent items			**2.96**	**0.707**	**59.30**	**-0.602**	**0.548**
All items			**3.02**	**0.678**	**60.45**	**0.403**	**0.687**

4.4 Hypotheses Testing

H_1: There is a significant impact between the Adoption of E-Performance System (EPS) and System Interface and Design at significance level α = 0.05

Pearson correlation was used to test the impact between the Adoption of E-Performance System (EPS) and System Interface and Design at significance level α = 0.05. The results in table (4.11) show that the correlation coefficient equal 0.667 and p-value equal 0.000 which is less than 0.05. This means that there is a significant impact between the adoption of E-Performance System (EPS) and System Interface and Design at significance level α = 0.05.

The modern computerized systems give big attention to the interface design as it plays big role in pushing the users to deal with system. The design of UNRWA's new E-performance system – as the researcher believe – is user friendly and attractive. The employees, through questionnaires, asserted on the fact that system interface and design plays a key role in the success of the system.

This result agree Abu Eishah (2015) study, which was conducted to investigate the effect of graphical user interface quality of management information systems on employees motivation at the Islamic University of Gaza. In addition, the results agree with Lee et al study (2012) that indicated that information quality, service quality, and media quality had significant effects on perceived usefulness of systems.

Table (4.11): A correlation between the Adoption of E-Performance System (EPS) and System Interface and Design

Section	Statistic	System Interface and Design
The Adoption of E-Performance System (EPS)	Pearson Correlation	0.667**
	P-value	0.000
	N	148

H_2: There is a significant impact between the Adoption of E-Performance System (EPS) and E-Performance Measurement (EPM) at significance level $\alpha = 0.05$

Pearson correlation was used to test the impact between the Adoption of E-Performance System (EPS) and E-Performance Measurement (EPM) at significance level $\alpha = 0.05$. The results in table (4.12) show that the correlation coefficient equal 0.652 and p-value equal 0.000, which is less than 0.05. This means that there is a significant impact between the adoption of E-Performance System (EPS) and E-Performance Measurement (EPM) at significance level $\alpha = 0.05$.

Measuring performance of employees is essential for all organizations whether it was conducted traditionally or through computerized systems. However, the nature of the system affect the accuracy of results given and provide more accurate data about professional staff. This was clear through the personal experience of the researcher as well as the results of questionnaire.

This result agree with the results of Sánchez & Hueros study (2010) that showed the importance of perceived ease of use and perceived usefulness on attitude of users of computerized systems.

Table (4.12): A correlation between EPS and EPM

Section	Statistic	EPM
The Adoption of E-Performance System (EPS)	Pearson Correlation	0.652**
	P-value	0.000
	N	148

H_3: There is a significant impact between the Adoption of E-Performance System (EPS) and E-Performance Assessment (EPA) at significance level α = 0.05

Pearson correlation test was used to test the impact between the Adoption of E-Performance System (EPS) and E-Performance Assessment (EPA) at significance level α = 0.05. The results in table (4.13) show that the correlation coefficient equal 0.630 and p-value equal 0.000, which is less than 0.05. This means that there is a significant impact between the adoption of E-Performance System (EPS) and E-Performance Assessment (EPA) at significance level α = 0.05.

The performance assessment standards that being used at UNRWA were designed and set in the light of international standards. The systems was carefully designed to be linked to the local network at UNRWA and to provide the users with their results instantly. These factors encourage the employees to give precise details about their performance and help in improving the system. This result agree with the results of Abu Kareem study (2013).

Table (4.13): A correlation between the Adoption of EPS and EPA

Section	Statistic	E-Performance Assessment (EPA)
The Adoption of E-Performance System (EPS)	Pearson Correlation	0.630**
	P-value	0.000
	N	148

H_4: There is a significant impact between the adoption of E-Performance system (EPS) and E-Performance standards (EPS) at significance level $\alpha = 0.05$

Pearson correlation is used to test the impact between the Adoption of E-Performance System (EPS) and E-Performance Standards (EPS) at significance level $\alpha = 0.05$. The results in table (4.14) show that the correlation coefficient equal 0.697 and p-value equal 0.000 which is less than 0.05. This means that there is a significant impact between the adoption of E-Performance System (EPS) and E-Performance Standards (EPS) at significance level $\alpha = 0.05$.

The employees feel the need for upgrading to computerized system for its various advantages (i.e. time saving, effort saving, accurate results etc.) that come as a result of applying e-performance standards.

This result agree with results of a study that was conducted by Al-Raisi (2011), which found that there is a strong relation between e-performance system and e-performance standards.

Table (4.14): A correlation between the Adoption of EPS and EPS

Section	Statistic	E-Performance Standards (EPS)
The Adoption of E-Performance System (EPS)	Pearson Correlation	0.697**
	P-value	0.000
	N	148

H_5: There is a statistically significant differences attributed to the personal information of the respondents at the level of $\alpha = 0.05$ about Evaluation of E-performance assessment system in the UNRWA headquarter in Gaza.

This hypothesis is divided into sub-hypotheses as follows:

$H_{5.1}$: There is statistically significant differences at the level of $\alpha \leq 0.05$ about evaluation of E-performance assessment system in the UNRWA headquarter in Gaza refer to Gender.

To test the hypothesis, Independent Samples T test was used. The result illustrated in table (4.15) show that the p-value equal 0.074 which is greater than 0.05 and the absolute value of T test equal 1.798 which is less than the critical value which is equal 1.98. This means that there is no statistically significant differences among respondents answers about evaluation of E-performance assessment system in the UNRWA headquarter in Gaza refer to Gender at the level of $\alpha \leq 0.05$.

UNRWA GFO applies gender power policy when employing staff as much as it is possible. The results were not affected by the gender differences. This result agree with results of Sánchez & Hueros (2010).

Table (4.15): Independent Samples Test for differences among respondents' answers about evaluation of E-performance assessment system in the UNRWA headquarter in Gaza refer to Gender at the level of $\alpha \leq 0.05$

Field	Gender	N	Mean	Std. Deviation	T	P-value
The Adoption of E-Performance System (EPS)	Male	96	3.2719	.66010	1.366	0.174
	Female	52	3.1019	.82640		
System Interface and Design	Male	96	3.1897	.65759	0.862	0.390
	Female	52	3.0824	.83124		
E-Performance Measurement (EPM)	Male	96	2.8557	.85752	2.147	0.033
	Female	52	2.5192	1.00061		
E-Performance Assessment (EPA)	Male	96	2.9045	.71482	2.309	0.022
	Female	52	2.5897	.91791		
E-Performance Standards (EPS)	Male	96	3.0538	.78342	1.771	0.079
	Female	52	2.8013	.90510		
All independent variables	Male	96	3.0423	.64653	1.821	0.071
	Female	52	2.8223	.79425		
All fields	**Male**	**96**	**3.0957**	**.61572**	**1.798**	**0.074**
	Female	**52**	**2.8873**	**.76854**		

Critical value of t at degrees of freedom 81 and significance level 0.05 equal 1.99

$H_{5.2}$: There is statistically significant differences at the level of $\alpha \leq 0.05$ about Evaluation of E-performance assessment system in the UNRWA headquarter in Gaza refer to Age (Years)

To test the hypothesis the one-way ANOVA test was used. The result illustrated in table (4.16) show that the p-value equal 0.986 which is greater than 0.05, and the value of F_{stat} = 0.014, which is less than $F_{critical}$ = 3.06. This means that there is no statistically significant differences at the level of $\alpha = 0.05$ about the evaluation of E-performance assessment system in the UNRWA headquarter in Gaza refer to Age (Years).

Generally, the performance assessment weather being traditional or computerized is not usually affected by age of employees since the standards of assessment are designed with high reliability and consistency.

Table (4.16): One way ANOVA test for differences about the evaluation of E-performance assessment system in the UNRWA headquarter in Gaza refer to Age (Years)

Field	Source	Sum of Squares	df	Mean Square	F value	Sig.(P-Value)
The Adoption of E-Performance System (EPS)	Between Groups	0.375	2	0.188	0.354	0.702
	Within Groups	76.823	145	0.530		
	Total	77.198	147			
System Interface and Design	Between Groups	0.022	2	0.011	0.021	0.979
	Within Groups	76.685	145	0.529		
	Total	76.707	147			
E-Performance Measurement (EPM)	Between Groups	0.113	2	0.057	0.066	0.936
	Within Groups	124.624	145	0.859		
	Total	124.737	147			
E-Performance Assessment (EPA)	Between Groups	0.058	2	0.029	0.045	0.956
	Within Groups	94.795	145	0.654		
	Total	94.853	147			
E-Performance Standards (EPS)	Between Groups	0.255	2	0.128	0.182	0.834
	Within Groups	101.981	145	0.703		
	Total	102.236	147			
All independent variables	Between Groups	0.001	2	0.001	0.001	0.999
	Within Groups	73.515	145	0.507		
	Total	73.516	147			
All fields	**Between Groups**	**0.013**	**2**	**0.007**	**0.014**	**0.986**
	Within Groups	**67.591**	**145**	**0.466**		
	Total	**67.605**	**147**			

Critical value of F at degrees of freedom 2,146 and significance level 0.05 equal 3.06

$H_{5.3}$: There is statistically significant differences at the level of $\alpha \leq 0.05$ about Evaluation of E-performance assessment system in the UNRWA headquarter in Gaza refer to Educational level.

To test the hypothesis, the one way ANOVA was used. The result illustrated in table (4.17) show that the p-value equal 0.063, which is greater than 0.05, and the value of F_{stat} =2.489,

which is less than $F_{critical}$ = 2.67. This means that there is no statistically significant differences at the level of α = 0.05 about the evaluation of E-performance assessment system in the UNRWA headquarter in Gaza refer to Educational level. The performance assessment focuses on evaluating the employees in the light of the work environment; not educational experience only. The result agree with studies of Rajpal, (2012), Abu-Musa (2008) and Ouda (2013).

Table (4.17): One way ANOVA test for differences about the evaluation of E-performance assessment system in the UNRWA headquarter in Gaza refer to Educational level

Field	Source	Sum of Squares	df	Mean Square	F value	Sig.(P-Value)
The Adoption of E-Performance System (EPS)	Between Groups	2.498	3	0.833	1.605	0.191
	Within Groups	74.700	144	0.519		
	Total	77.198	147			
System Interface and Design	Between Groups	3.601	3	1.200	2.364	0.074
	Within Groups	73.106	144	0.508		
	Total	76.707	147			
E-Performance Measurement (EPM)	Between Groups	8.291	3	2.764	3.417	0.019
	Within Groups	116.446	144	0.809		
	Total	124.737	147			
E-Performance Assessment (EPA)	Between Groups	4.766	3	1.589	2.539	0.059
	Within Groups	90.088	144	0.626		
	Total	94.853	147			
E-Performance Standards (EPS)	Between Groups	2.616	3	0.872	1.260	0.290
	Within Groups	99.621	144	0.692		
	Total	102.236	147			
All independent variables	Between Groups	3.625	3	1.208	2.489	0.063
	Within Groups	69.892	144	0.485		
	Total	73.516	147			
All fields	**Between Groups**	**3.197**	**3**	**1.066**	**2.383**	**0.072**
	Within Groups	**64.407**	**144**	**0.447**		
	Total	**67.605**	**147**			

Critical value of F at degrees of freedom 2,144 and significance level 0.05 equal 2.67

$H_{5.4}$: There is statistically significant differences at the level of $\alpha \leq 0.05$ about Evaluation of E-performance assessment system in the UNRWA headquarter in Gaza refer to Years of Experience.

To test the hypothesis, the one way ANOVA was used. The result illustrated in table (4.18) show that the p-value equal 0.595, which is greater than 0.05, and the value of $F_{stat} = 0.633$, which is less than $F_{critical} = 2.67$. This means that there is no statistically significant differences at the level of $\alpha = 0.05$ about the evaluation of E-performance assessment system in the UNRWA headquarter in Gaza refer to Years of Experience.

The work experience has no relation with the traditional/computerized performance assessment system since the assessment is periodical and conducted yearly, so the assessment reflect the performance in a specific period. In addition, most of UNRWA work tasks are computerized, thus the employees find no difficulty when moving from traditional assessment system to computerized one.

Table (4.18): One way ANOVA test for differences about the evaluation of E-performance assessment system in the UNRWA headquarter in Gaza refer to Years of Experience

Field	Source	Sum of Squares	df	Mean Square	F value	Sig.(P-Value)
The Adoption of E-Performance System (EPS)	Between Groups	1.024	3	0.341	0.645	0.587
	Within Groups	76.174	144	0.529		
	Total	77.198	147			
System Interface and Design	Between Groups	1.065	3	0.355	0.676	0.568
	Within Groups	75.642	144	0.525		
	Total	76.707	147			
E-Performance Measurement (EPM)	Between Groups	0.933	3	0.311	0.362	0.781
	Within Groups	123.804	144	0.860		
	Total	124.737	147			
E-Performance Assessment (EPA)	Between Groups	1.490	3	0.497	0.766	0.515
	Within Groups	93.364	144	0.648		
	Total	94.853	147			
E-Performance Standards (EPS)	Between Groups	0.868	3	0.289	0.411	0.745
	Within Groups	101.368	144	0.704		
	Total	102.236	147			
All independent variables	Between Groups	0.953	3	0.318	0.630	0.597
	Within Groups	72.564	144	0.504		
	Total	73.516	147			
All fields	**Between Groups**	**0.879**	**3**	**0.293**	**0.633**	**0.595**
	Within Groups	**66.725**	**144**	**0.463**		
	Total	**67.605**	**147**			

Critical value of F at degrees of freedom 2,144 and significance level 0.05 equal 2.67

$H_{5.5}$: There is statistically significant differences at the level of $\alpha \leq 0.05$ about the evaluation of E-performance assessment system in the UNRWA headquarter in Gaza refer to Grade (at UNRWA)

To test the hypothesis, the one way ANOVA was used. The results illustrated in table (4.19) show that the p-value equal 0.000, which is less than 0.05, and the value of F_{stat} =7.076, which is greater than $F_{critical}$ = 2.67. This means that there is a statistically significant differences at the level of α = 0.05 about the evaluation of E-performance assessment system in the UNRWA headquarter in Gaza refer to Grade (at UNRWA). And from Scheffe test for Multiple Comparisons table (30) show that the difference between From 4 to 8, and From 12 to 15 in favor of From 12 to 15, and there is a difference between From 4 to 8, and From 16 to 20" in favor of From 16 to 20.

Table (4.19): One-way ANOVA test for differences about the evaluation of E-performance assessment system in the UNRWA headquarter in Gaza refer to Grade (at UNRWA).

Field	Source	Sum of Squares	df	Mean Square	F value	Sig.(P-Value)
The Adoption of E-Performance System (EPS)	Between Groups	7.734	3	2.578	5.344	0.002
	Within Groups	69.464	144	0.482		
	Total	77.198	147			
System Interface and Design	Between Groups	5.431	3	1.810	3.658	0.014
	Within Groups	71.275	144	0.495		
	Total	76.707	147			
E-Performance Measurement (EPM)	Between Groups	15.790	3	5.263	6.957	0.000
	Within Groups	108.946	144	0.757		
	Total	124.737	147			
E-Performance Assessment (EPA)	Between Groups	11.944	3	3.981	6.915	0.000
	Within Groups	82.909	144	0.576		
	Total	94.853	147			
E-Performance Standards (EPS)	Between Groups	9.205	3	3.068	4.749	0.003
	Within Groups	93.031	144	0.646		
	Total	102.236	147			
All independent variables	Between Groups	8.996	3	2.999	6.692	0.000
	Within Groups	64.521	144	0.448		
	Total	73.516	147			
All fields	**Between Groups**	**8.685**	**3**	**2.895**	**7.076**	**0.000**
	Within Groups	**58.919**	**144**	**0.409**		
	Total	**67.605**	**147**			

Critical value of F at degrees of freedom 2,144 and significance level 0.05 equal 2.67

Table (4.20): Scheffe test for Multiple Comparisons due to Grade

Mean Difference	From 4 to 8	From 9 to 11	From 12 to 15	From 16 to 20
From 4 to 8		-0.408	-0.577*	-0.8403*
From 9 to 11	0.408		-0.169	-0.432
From 12 to 15	0.577*	0.169		-0.263
From 16 to 20	.840*0	0.432	0.263	

Multiple linear regression

Multiple linear regression attempts to model the relationship between two or more explanatory variables and a response variable by fitting a linear equation to observed data. Every value of the independent variable *x* is associated with a value of the dependent variable *y*. The population regression line for *p* explanatory variables $x_1, x_2, \ldots, x_p$ is defined to be $\mu_y = \beta_0 + \beta_1 x_1 + \beta_2 x_2 + \ldots + \beta_p x_p$. This line describes how the mean response μ_y changes with the explanatory variables. The observed values for *y* vary about their means μ_y and are assumed to have the same standard deviation σ. The fitted values $b_0, b_1, \ldots, b_p$ estimate the parameters $\beta_0, \beta_1, \ldots, \beta_p$ of the population regression line.

Since the observed values for *y* vary about their means μ_y, the multiple regression model includes a term for this variation. In words, the model is expressed as DATA = FIT + RESIDUAL, where the "FIT" term represents the expression $\beta_0 + \beta_1 x_1 + \beta_2 x_2 + \ldots \beta_p x_p$. The "RESIDUAL" term represents the deviations of the observed values *y* from their means μ_y, which are normally distributed with mean 0 and variance σ. The notation for the model deviations is ε.

Formally, the model for multiple linear regression, given *n* observations, is
$y_i = \beta_0 + \beta_1 x_{i1} + \beta_2 x_{i2} + \ldots \beta_p x_{ip} + \varepsilon_i$ **for** $i = 1,2, \ldots n$.

In the least-squares model, the best-fitting line for the observed data is calculated by minimizing the sum of the squares of the vertical deviations from each data point to the line (if a point lies on the fitted line exactly, then its vertical deviation is 0). Because the deviations are first squared, then summed, there are no cancellations between positive and

negative values. The least-squares estimates b_0, b_1, ... b_p are usually computed by statistical software such SPSS Program.

The current model is multiple linear regression, thus it is considered Y = The Adoption of E-Performance System (EPS) (response variable). x1= System Interface and Design, x2= E-Performance Measurement (EPM), x3 = E-Performance Assessment (EPA), x4 = E-Performance Standards (EPS). The independent variable (explanatory variables) and the results in table (31) show that the value of F statistics = 47.367, and the p-value = 0.000 < 0.05, so the regression equation is good for predicting. The significant variables are System Interface and Design since the t value =4.219 and the p-value = 0.000. The result show that the value of Adjusted R-squared = 0.558 that means the change in the response variables depend on the explanatory variable with percent 55.8%.

The multiple linear regression is

The Adoption of E-Performance System (EPS) = 0.892 + 0.325 System Interface and Design × 0.086 × E-Performance Measurement (EPM + 0.076 E-Performance Assessment (EPA) × 0.286 E-Performance Standards (EPS).

Table (4.21): Multiple regression analysis (Dependent Variable: The Adoption EPS)

Independent variables	Unstandardized Coefficients		Standardized Coefficients	t value	p-value
	B	Std. Error	Beta		
Constant	0.892	0.186		4.790	0.000
System Interface and Design	0.325	0.077	0.324	4.219	0.000
E-Performance Measurement (EPM)	0.086	0.085	0.109	1.017	0.311
E-Performance Assessment (EPA)	0.076	0.092	0.084	0.826	0.410
E-Performance Standards (EPS)	0.286	0.088	0.330	3.264	0.001
F =47.367		**P-Value = 0.000**		**Adjusted R-squared =0.558**	

It can be concluded from the analysis performed in this chapter that the EPS of the UNRWA GFO has many challenges and much needs to be done in order to successfully implement and meet the goals of the assessment. Considerable training by management and the Human Resources department need to be done. It is also important to adopt a plan to ensure that performance assessment system is inclusive and fulfil the goals that were designed for.

It was clear that the existence of an effective EPS will also enhance the performance of employees and will assist in improving employees' skills.

Management needs to improve awareness methods to ensure that employees are aware of the EPS. More effort needs to be put in place to ensure that there is an understanding amongst employees, of how the PMS EPS and the importance thereof. Performance progress needs to be properly and continuously monitored and proper feedback needs to be given to employees.

The important aspects of the EPS, which needs to be given attention, are introducing the EPS to the employees in more sophisticated manner to make it more attractive and to provide training for the employees so they can deal with the system professionally. In addition, there is a need to include the mission and the vision within the system because it assists with achieving the strategy of the UNRWA GFO. There are also serious challenges that employees are facing: receiving e-mails from the system and getting hyperlinks that link users to other supporting websites. A sizeable amount of employees (50.68%) said that top management does not involve their staff in the preparation and update of the EPM.

Chapter 5
Conclusion and Recommendations

6.1 Introduction

In this chapter, the conclusions are based on the empirical study. Practical recommendations to support and improve the EPS at UNRWA GFO as found by the researcher are shared, and the achievement of the study's objectives is ascertained. Suggestions for further research are discussed.

6.2 Main Findings

A relatively high percentage of respondents is satisfied with the system, evaluated it to be good, and meets the purpose it was designed for. However, they expressed the need for making some improvement to develop and update the system.

The most important aspect that is not given sufficient attention by UNRWA top management, according to respondents, is the fact that there is not proper training for the employees. The respondents, remarkably, expressed their need for receiving training on how to best use the EPS.

There are also no proper involvement for the employees in the preparation and update of the EPM to ensure that sufficient progress is made and to detect early if there are challenges or shortcomings. In practice, it is found to be vital that the top management should involve the employees in the preparation process and to keep them updated.

Another serious concern derived from the study relates to evaluating the EPS so top management can be able to derive the benefit from the frequent feedback shared by employees.

There are several factors that are indicated that might inhibit the successful and effective management of the EPS in the UNRWA GFO. One of the major contributing factors is that the PMS is that top management not doing enough to eradicate challenges that are faced, and lack of understanding amongst some employees being second. The least inhibiting factor is the absence of Electronic PA (Performance Assessment) center.

6.3 Research Evaluation

The measurement of success of this study is based upon the achievement of the goal of study as indicated in Chapter 1, section 1.4 of this study.

The goal of study was achieved since the researcher managed to successfully evaluate the e-performance analysis and assessment system in the UNRWA's headquarter in the Gaza Strip in terms of the modern managerial perspectives. Moreover, the researcher managed to give recommendations that help improving the system and increase its efficiency.

6.4 Recommendations

1) Top management of UNRWA GFO should provide the staff with the needed trainings and skills for the new EPS to keep up with development.
2) The system should be updated to be able to send e-mails and notifications to keep users updated.
3) The system should include hyperlinks that link users to other supporting websites.
4) UNRWA's top management is recommended to evaluate the system itself periodically.
5) The system should be updated in order to be an attractive tool for the employees to help in retrieving more accurate data about employees' performance.
6) UNRWA's top management is recommended to involve their staff in the preparation and update of the EPM.
7) UNRWA's top management is recommended to put more effort to make the EPS as a competitive advantage for GFO.
8) Employees should be given their performance scores via intranet to know their weakness and strengths.
9) UNRWA's top management should link the results of the assessment to the internal promotions system at UNRWA.

6.5 Avenues for Future Research

There are many avenues for future research. One possible future research area would be to address and examine the sophisticated relationship between the variables identified in this study.

Secondly, in order for these results to be generalizable future research could take into account the situations in other UNRWA field offices and results can be compared for further outcome.

Thirdly, this study recommends that future research should use in-depth interviews along with survey questionnaires in order to more fully understand individuals' attitude to EPS usage.

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Appendix (A): Questionnaire – English Version

Islamic University- Gaza
Dean of Postgraduates Studies
Faculty of Commerce
Business Administration Department

Questionnaire About

Evaluation of E-performance Assessment System in the UNRWA Headquarter in Gaza

Dear Reader,

Greetings,

This questionnaire is a tool of collecting data in order to evaluate the E-Performance assessment system in the UNRWA headquarter in Gaza, to be submitted in a partial fulfillment of the requirement for MBA degree. The Results of this questionnaire will be used for academic purposes only. The questionnaire is anonymous and does not require any personal details to be submitted.

Your participation in answering the questionnaire is highly appreciated to achieve the objectives of this research.

Thank You for Your Cooperation

Researcher: Ayman El-Roubi

Section One: Personal Information

Please indicate your answer by putting the sign ✓ in the right square

Gender			
☐ Female		☐ Male	
Age (Years)			
☐ 40 or more	☐ 30 to less than 40	☐ Less than 30	
Educational level			
☐ PhD	☐ Master	☐ Bacheloar	☐ Diploma or Below
Years of Experience			
☐ More than 15	☐ 10 to less than 15	☐ 5 to less than 10	☐ Less than 5
Grade (at UNRWA)			
☐ From 4 to 8	☐ From 9 to 11	☐ From 12 to 15	☐ From 16 to 20

Section Two: Questionnaire Paragraphs

Choose the number that reflects your answer (1= Strongly Disagree, 5 = Strongly Agree)

First: The Adoption of E-Performance System (EPS)						
#	Statement	1	2	3	4	5
1	EPS is an attractive technological option to UNRWA's staff.					
2	EPS is an attractive economic option to UNRWA's top management.					
3	UNRWA's focuses on new electronic system projects, which aim to maintain competitive advantage.					
4	UNRWA provides equipment and services needed for the EPS operation (i.e. high-speed connection, servers etc.)					
5	Top management is informed of ongoing developments of EPS and the importance of its use.					
6	Top management concerns to provide the staff with the needed trainings and skills for the new EPS to keep up with development.					
7	There is a support from top management in EPS electronic system to adopt everything new.					
8	Top management has plans to get rid of obstacles that hinder the use of any new technology utilized within UNRWA.					
9	The adoption of EPS is included in UNRWA's strategic plan.					
10	Top management facilitates shift process to the new EPS.					

Second: System Interface and Design						
#	Statement	1	2	3	4	5
1	The EPS interface is designed in a clear and simple manner.					
2	The EPS interface is designed to be flexible and user-friendly.					
3	The user can move between the facades of the EPS through main icons.					
4	The system include guidelines and hints to help users.					
5	The system include hyperlinks that link users to other supporting websites.					
6	The system shows the last changes made.					
7	The system provide “save” and “recall” features.					
8	The system can send e-mails and notifications to keep users updated.					
9	The system design is in line with its objectives.					
10	The terms and concepts used in the system are clear and understandable.					
11	The system comes in Arabic and English language.					
12	The system design and layout fit the official work theme at UNRWA.					
13	The system utilize effective reporting methods.					
14	The system works faultlessly when many users are online.					

Third: E-Performance Measurement (EPM)						
#	Statement	1	2	3	4	5
1	EPS is an effective mean by which UNRWA discovers the qualified people.					
2	UNRWA uses vocational education for employee development in relation to Electronic performance results.					
3	There is a growth in the use of the Electronic performance results to support training and development programs.					
4	Electronic Performance system is used as an attraction tool to get more accurate data about professional staff.					
5	Electronic Performance ensures satisfactory work and attitude meet a high set of standards.					
6	UNRWA's top management involve their staff in the preparation and update of the EPM.					
7	The system itself is evaluated by UNRWA's management.					

Fourth: E-Performance Assessment (EPA)						
#	Statement	1	2	3	4	5
1	Employees are given their performance scores via intranet to know their weakness and strengths.					
2	Electronic Performance exceptional work and attitude far exceed standards.					
3	Electronic Performance results are linked to the internal promotions system at UNRWA.					
4	Electronic Performance approaches are designed and run according to international standards					

5	The management strongly belief that Electronic Performance is a major source for UNRWA's competitive advantage.					
6	The system help in evaluating staff's current and future performance.					
Fifth: E-Performance Standards (EPS)						
#	**Statement**	**1**	**2**	**3**	**4**	**5**
1	Electronic performance is more effective than manual performance.					
2	EPA is used to identify the skill gaps in the organization.					
3	UNRWA should have Electronic PA (Performance Assessment) center.					
4	The Electronic system allowed employees to link performance to business strategies.					
5	Electronic Performance results are used to empower employee.					
6	Electronic Performance ensures satisfactory work and attitude meet a high set of standards.					

Thank you for your cooperation

Appendix (B): Questionnaire – Arabic Version

الجامعة الاسلامية- غزة
عمادة الدراسات العليـــا
كلـــــــــية التـــجـارة
قســـــم إدارة الأعمـــال

استبانة حول

تقييم لنظام تقييم أداء الموظفين الإلكتروني في المقر الرئيسي لوكالة غوث وتشغيل اللاجئين في غزة (الأونروا)

عزيزي القارئ ،، عزيزتي القارئة ،،

تحية طيبة وبعد،

الاستبانة التي بين أيديكم هي أداه لبحث لاستكمال متطلبات درجة الماجستير في إدارة الأعمال وعنوانها **"تقييم لنظام تقييم أداء الموظفين الإلكتروني في المقر الرئيسي لوكالة غوث وتشغيل اللاجئين في غزة".**

لذا يؤمل من سيادتكم التكرم بالمساعدة في انجاز هذا البحث بالإجابة على أسئلة الاستبانة المرفقة وتزويدنا بالمعلومات والبيانات المطلوبة بكل دقة ومصداقية وذلك بوضع رقما من 1-5 في المربع المقابل للعبارة بحيث يعبر رقم (5) إلى اعلي درجة و رقم (1) إلى اقل درجة. مع التأكيد بان كافة المعلومات التي سيتم الحصول عليها لن تستخدم الا لأغراض البحث العلمي فقط.

شاكرين لكم حسن تعاونكم

الباحث: أيمن الروبي

الجزء الأول: البيانات الشخصية

ضع (√) أمام الاختيار الذي تراه مناسبا

الجنس	
☐ ذكر ☐ أنثى	
العمر	
☐ أقل من 30 ☐ 30 إلى أقل من 40 ☐ 40 او اكثر	
المستوى التعليمي	
☐ دبلوم فأقل ☐ بكالوريس	☐ ماجستير ☐ دكتوراة
سنوات الخبرة	
☐ أقل من 5 سنوات ☐ 5 إلى أقل من 10 سنوات	☐10 إلى أقل من 15 سنة ☐ 15 فأكثر
الدرجة (في الأونروا)	
☐ من 4 إلى 8 ☐ من 9 إلى 11	☐ من 12 إلى 15 ☐ من 16 إلى 20

الجزء الثاني: فقرات الاستبانة

يؤمل منكم وضع الرقم الذي يلائم مدى توافقكم مع العبارات التالية وذلك بوضع رقما من 1-5 في المربع المقابل للعبارة بحيث يعبر رقم (5) إلى اعلي درجة ورقم (1) إلى اقل درجة:

أولاً: تبني نظام تقييم أداء الموظفين الإلكتروني في المقر الرئيسي لوكالة غوث وتشغيل اللاجئين في غزة						
#	العبارة	1	2	3	4	5
11	يلاقي نظام تقييم أداء الموظفين الالكتروني في الأونروا استحسانا من قبل الموظفين.					
12	يعتبر نظام تقييم أداء الموظفين الالكتروني مجدياً اقتصادياً بالنسبة للإدارة العليا في الأونروا.					
13	تركز إدارة الأونروا على مشاريع الانظمة الإلكترونية الجديدة التي تهدف إلى الحفاظ على ميزة تنافسية.					
14	توفر الأونروا المعدات والخدمات اللازمة لتشغيل نظام تقييم أداء الموظفين الألكتروني (مثل: اتصال انترنت سريع، سيرفرات، الخ).					
15	الإدارة مطلعة على كافة التطورات التي تستجد في نظام تقييم الأداء وأهمية هذه التطورات.					
16	تهتم الإدارة بتزويد الموظفين بالتدريبات والمهارات اللازمة لاستخدام نظام تقييم الأداء الإلكتروني.					
17	تدعم إدارة الأونروا نظام تقييم الأداء الإلكتروني من خلال تبني كل جديد متعلق به.					
18	تضع إدارة الأونروا خططاً خاصة لتجاوز كافة العقبات التي تعيق استخدام الأنظمة الإلكترونية الحديثة داخل مقراتها.					
19	تبني الوكالة لنظام تقييم الأداء الإلكتروني يأتي ضمن خطتها الاستراتيجية.					
20	تسهل إدارة الأونروا عملية الانتقال لنظام تقييم الأداء الجديد.					

ثانياً: واجهة وتصميم النظام						
#	العبارة	1	2	3	4	5
15	تم تصميم نظام تقييم الأداء الإلكتروني بطريقة واضحة وبسيطة.					
16	تم تصميم النظام ليكون مرن وسهل الاستخدام.					
17	يمكن للمستخدم التنقل بين واجهات النظام من خلال الأيقونات الرئيسية.					
18	يحتوي النظام على تعليمات وتلميحات لمساعدة المستخدمين.					
19	يحتوى النظام على روابط تشعبية تنقل المستخدمين إلى مواقع إنترنت مساعدة.					
20	يظهر النظام آخر التعديلات التي قام بها المستخدم.					
21	يوفر النظام خاصية الحفظ والاستعادة.					
22	يمكن للنظام إرسال إميلات وتنبيهات لإعلام المستخدمين بآخر المستجدات.					
23	تم تصميم النظام بطريقة تتماشى مع الأهداف التي وضع لإجلها.					
24	المصطلحات والمفاهيم المستخدمة في النظام واضحة ويمكن فهمها بسهولة.					
25	النظام متاح باللغتين العربية والإنجليزية.					
26	يتماشى تصميم النظام وإطاره العام مع طبيعة وبيئة العمل الخاصة بالأونروا.					
27	يتوفر النظام على آلية لإصدار تقارير فعالة.					
28	يعمل النظام دون أخطاء عند استخدامه من قبل عدد كبير من المستخدمين في نفس الوقت.					

ثالثاً: قياس الأداء من خلال النظام						
#	العبارة	1	2	3	4	5
8	يعتبر نظام تقييم الأداء آداه فعالة يمكن للأونروا استكشاف الأشخاص الأكفاء من خلالها.					
9	توفر الأونروا التدريب المهني الملائم للموظفين لتطوير قدراتهم بناء على نتائج نظام تقييم الأداء.					
10	تتزايد عملية توفير التدريب والتطوير اللازم بالاستناد على نتائج نظام تقييم الأداء.					
11	يستخدم نظام تقييم الأداء كأداة جذب للحصول على نتائج أكثر دقة حول الموظفين الأكفاء.					
12	يتم من خلال نظام التقييم التأكد من توافق العمل والسلوك مع المعايير المحددة لذلك.					
13	تعمل إدارة الأونروا على إشراك الموظفين في عملية إعداد وتحديث نظام تقييم الأداء الإلكتروني.					
14	يتم تقييم نظام الإداء نفسه من قبل إدارة الأونروا.					
رابعاً: تقييم الأداء من خلال النظام						
#	العبارة	1	2	3	4	5
7	يتم تزويد الموظفين بنتائج التقييم من خلال شبكة الانترنت الداخلية ليعرفوا نقاط ضعفهم وقوتهم.					
8	آلية عمل النظام تتخطى المعايير.					
9	يتم الربط بين نتائج التقييم الصادرة عن النظام وبين نظام الترقيات الداخلي في الأونروا.					
10	تم تصميم وتشغيل النظام وفقاً للمعايير الدولية الخاصة بذلك.					
11	تؤمن إدارة الأونروا بأن نظام تقييم الأداء الإلكتروني هو ميزة تنافسية تميز الأونروا.					
12	يساعد النظام في تقييم أداء الموظفين الحالي والمستقبلي.					

خامساً: معايير قياس الأداء الخاصة بالنظام						
#	العبارة	1	2	3	4	5
7	نظام تقييم الأداء الالكتروني أكثر كفاءة من نظام تقييم الأداء التقليدي.					
8	يستخدم النظام لتحديد الفجوة في المهارات لدى الموظفين في الأونروا.					
9	ينبغى على الأونروا تأسيس مركز خاص بتقييم الأداء الإلكتروني.					
10	يتيح نظام التقييم الإلكتروني ربط الإداء بالخطة الاستراتيجية للأونروا.					
11	تستخدم نتائج تقييم الأداء لتعزيز وتمكين الموظفين في الأونروا.					
12	يتم من خلال نظام التقييم التأكد من توافق العمل والسلوك مع المعايير المحددة لذلك.					

شاكرين لكم حسن تعاونكم.

Appendix (C): List of Referees

Name	Place
Dr. Waseem El-Habil	The Islamic University of Gaza
Dr. Khaled Dahliz	The Islamic University of Gaza
Dr. Sami Abu Rous	The Islamic University of Gaza
Dr. Salem Hillis	The Islamic University of Gaza
Dr. Yousef Bahr	The Islamic University of Gaza
Dr. Maher Durgham	The Islamic University of Gaza