PALESTINE POLYTECHNIC UNIVERSITY
INSTITUTE OF GRADUATE STUDIES AND RESEARCH
BUSINESS ADMINISTRATION DEPARTMENT

The Impact of E- HRM on Job Performance of Employees in Palestinian Universities: A Case Study of Palestine Polytechnic University

(MBA Thesis)

Ibrahim J.M. Ismail

HEBRON -2024

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Supervisor

Dr. Marwan Jalouds

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THESIS APPROVAL CERTIFICATE

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THESIS APPROVAL CERTIFICATE

The thesis study of Business Administration Department graduate student Ibrahim J . MIsmail with student number 206012 entitled The Impact of E- HRM on Job Performance of Employees in Palestinian Universities: A Case Study of Palestine Polytechnic University has been approved with unanimity/majority of votes by the jury and has been accepted as a Master of Thesis.

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Year: 2024

I hereby declare that all information in this document has been obtained and presented inaccordance with academic rules and ethical conduct. I also declare that, as required by these rules and conduct, I have fully cited and referenced all material and results that are not originalto this work.

I hereby declare that the Palestine polytechnic University, Institute of Graduate Studies and Research Is allowed to store and make available electronically the present thesis.

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Signature: 

APPRECIATION AND GRATITUDE

بِسْمِ اللَّهِ الرَّحْمَٰنِ الرَّحِيمِ

"رَبِّ أَوْزِعْنِي أَنْ أَشْكُرَ نِعْمَتَكَ الَّتِي أَنْعَمْتَ عَلَيَّ وَعَلَى وَالِدَيَّ وَأَنْ أَعْمَلَ صَالِحًا تَرْضَاهُ"

الآية- 19 سورة النمل

I thank God Almighty for His bounty on me and His success for me to complete this work.

I also extend my sincere thanks to all my honorable professors, especially my supervising professor, Dr." Marwan Jalouds", for his valuable assistance and guidance until the completion of this research, my distinguished professors who kindly arbitrated the questionnaire, and the distinguished professors at Palestine Polytechnic University, and my thanks and appreciation to the professors in the discussion committee, chairmanship, and members for kindly accepting the discussion of my thesis.

You have all the respect from me.

Researcher

DEDICATION

I dedicate this research to the souls of our righteous martyrs, may God have mercy on them, and to the spirit of my brother "Nidal", may God have mercy on him, and to the dearest people in my life, who are my great family and loyal friends, especially my wife and my colleague “Walaa Ghanimat”, You have been the unwavering support and inspiring source throughout my academic journey, and thanks to you and your continuous support, my ideas were able to grow and develop and be embodied in this message.

And to everyone who contributed to my scientific journey in any way, whether it was through rich discussions and dialogues or valuable suggestions and observations.

Researcher

Index of Contents

Index of Tables

Procedural Terminology

E-HRM (Electronic Human Resource Management) It refers to the planning, implementation, and application of information technology to support and connect individuals and organizations in performing HR activities

Electronic management is a term that refers to the management of processes or information using electronic technologies. This can include the use of electronic systems and software to organize and track data and information, manage projects, communicate online, and control operations that benefit from electronic technology. These methods are widely used in various sectors, including business, government, healthcare, education, and many other fields.

E-recruitment andE-selection are two essential elements of electronic human resource management. E-recruitment is the process of attracting, locating, and choosing prospective employees for open positions within a company by using electronic platforms like job boards and social media. This includes candidate screening, resume submission, and internet job listings.

On the other hand, e-selection is the term for the use of electronic tools and procedures for assessing and choosing candidates during the recruiting process. The most qualified candidates for a specific post are found through automated screening procedures, video interviews, and online tests.

Both E-recruitment and E-Selection are intended to speed up and improve the hiring procedure, enabling businesses to more quickly find and choose the most qualified applicants for open positions.

E-training refers to the use of electronic systems and technologies to train employees within an organization. This technology aims to facilitate and improve the training and learning process within the organization by leveraging electronic training programs and accessing training materials and lessons online. This technology also enables organizations to provide remote training to employees, saving time and additional resources compared to traditional training methods. Furthermore,the technology allows

for the creation of customized learning paths for each employee and the evaluation of their learning and progress, helping to improve the performance, skills, and knowledge within the organization.

E- Performance Evaluation refers to the use of electronic systems and tools to evaluate and assess the performance of employees within an organization. This includes the use of online platforms and software to track and monitor employee performance, set goals and objectives, conduct performance reviews, and provide feedback. The e-evaluation aims to streamline the evaluation process, make it more objective and data-driven, and enable managers and employees to access performance data and feedback online in real-time. This technology also allows for the automation of evaluation processes, such as the generation of performance reports and the tracking of employee progress towards goals, which can save time and improve the accuracy of performance evaluations.

E-Communications The use of digital technology and tools to facilitate communication between the HR department and employees, job candidates, and other stakeholders. This includes using email, social media, video conferencing, and other online communication channels to provide information, updates, and support related to HR policies, practices, and programs.

E-Compensation refers to the management and administration of employee pay, perks, and awards using electronic systems and technology. Organizations may effectively manage and automate a variety of processes linked to compensation with the use of e-compensation systems, including the administration of performance-based incentive and reward programs, the enrollment in and management of benefits, and the computation of salaries and bonuses. These systems can also offer employees self-service choices for benefit elections and personal information updates, as well as real-time access to information about their pay and benefits. One of the essential elements of electronic human resource management (E-HRM) systems, which are increasingly being embraced by businesses to boost HR procedures, employee performance, and satisfaction, is E-Compensation.

Abstract

This study aimed to examine the impact of using electronic human resource management systems on employees' job performance in Palestinian universities, focusing on Palestine Polytechnic University as a case study. A descriptive-analytical approach was followed to achieve the study's objectives, utilizing a questionnaire as the primary data collection tool.The questionnaire consisted of 43 items that aligned with the study's objectives and the components of the independent variable and the dependent variable.The study population consisted of 480 employees with permanent contracts at Palestine Polytechnic University, covering diverse academic and administrative roles.A stratified homogeneous sample of 217 employees was selected for the study. 217 questionnaires were distributed, all of which were returned, yielding a 100% response rate, The SPSS statistical software was used to analyze the questionnaire items.

Additionally, the study's results confirmed a positive and significant relationship between the independent variable 'electronic human resource management systems' and the dependent variable 'job performance of employees at Palestine Polytechnic University, The study also highlighted that electronic human resource management notably impacts employee job performance in Palestinian universities. The most significant impact was observed in the "electronic communication" dimension, followed by "electronic evaluation," "e-recruitment and selection," and "e-compensation and incentives." Electronic training had the least impact.

Furthermore, study findings indicate that although the university employs electronic platforms to promote career openings, the utilization of electronic interviews for job applicants is limited. This area requires additional focus and progress. The study suggests that funding electronic scientific conferences, supporting scientific research, and bolstering digital transformation are all beneficial measures to consider. By providing financial and technical assistance for organizing and participating in these conferences, one can enhance scientific debate and research activity.

The key words

E-HRM ,Electronic Management, Human Resources, JobPerformance.

الملخص للدراسة باللغة العربية

هدفت هذه الدراسة إلى التعرف على أثر استخدام أنظمة الإدارة الموارد البشرية الإلكترونية على الأداء الوظيفي للعاملين في الجامعات الفلسطينية و دراسة حالة جامعة بوليتكنيك فلسطين ، و لتحقيق هدف الدراسة تم إتباع المنهج الوصفي التحليلي، كما تم استخدام أداة الاستبانة لتحقيق منهجية الدراسة ؛ حيث تم تصميم استبانه مكونة من(43) فقرة، تتلاءم مع أهداف الدراسة و مع مكونات المتغير المستقل و المتغير التابع، و تكون مجتمع الدراسة من الموظفين في جامعة بوليتكنيك بعدد (480) موظف و موظفة ممن يمتلكون عقود دائمة بالجامعة موزعين على مختلف الوظائف الأكاديمية و الإدارية، وعليه فقد تم اختيار عينة طبقية متجانسة من كافة المستويات الإدارية بعدد (217) موظف موظفة في جامعة بوليتكنيك فلسطين، وبناءً عليه تم توزيع عدد (217) استبانه حيث استردادها جميعا أي بنسبة عدد استرداد بلغت (100)%، كما تم استخدام برنامج التحليل الإحصائي SPSS لتحليل فقرات الاستبانة، وجاءت نتائج هذه الدراسة لتؤكد على وجود علاقة طردية بين المتغير المستقل " أنظمة الإدارة الموارد البشرية الإلكترونية " والمتغير التابع" الأداء الوظيفي للعاملين في جامعة بوليتكنيك فلسطين" ، كما أكدت الدراسة على أن هناك اثر واضح لإدارة الموارد البشرية الالكترونية على أداء العمل للعاملين في الجامعات الفلسطينية، وأكبر أثر ثم رصده لبعد "الاتصال الالكتروني" ، يليه بعد "التقييم الإلكتروني"، و يليه بعد "الاستقطاب و الاختيار الإلكتروني" و يليها بعد" الحوافز و التعويضات الإلكترونية"، أما بعد التدريب الإلكتروني جاء في المرتبة الأخيرة كما أكدت النتائج على أن الجامعة تستخدم المواقع الالكتروني للإعلان عن الوظائف في الجامعة، كما جاء في النتائج أنه ما زال استخدام الجامعة للمقابلات الالكترونية للمتقدمين للوظائف بشكل محدود و بحاجة يحتاج إلى المزيد من الاهتمام و التطوير، و أوصت الدراسة تعزيز التحول الرقمي ودعم المؤتمرات العلمية الإلكترونية والبحث العلمي ودعم المؤتمرات العلمية الإلكترونية، حيث يمكن تقديم دعم مالي وتقني لتنظيم ومشاركة الموظفين في هذه المؤتمرات لزيادة النشاط البحثي والتفاعل العلمي. هدفت هذه الدراسة إلى فحص مدى تأثير استخدام أنظمة إدارة الموارد البشرية الإلكترونية على أداء وظائف الموظفين في الجامعات الفلسطينية، مع التركيز على جامعة فلسطين

التقنية كحالة دراسية. اتبع البحث منهجًا وصفيًا تحليليًا لتحقيق أهدافه، باستخدام الاستبيان كأداة رئيسية لجمع البيانات. يتكون الاستبيان من 43 بندًا تتوافق مع أهداف الدراسة ومكونات المتغير المستقل والمتغير التابع.

شمل مجتمع الدراسة 480 موظفًا يعملون بعقود دائمة في جامعة فلسطين التقنية، يغطون أدوارًا أكاديمية وإدارية متنوعة. تم اختيار عينة عشوائية مكونة من 217 موظفًا للدراسة. تم توزيع 217 استبيان، وتم استرجاع جميعها، مما حقق معدل استجابة بنسبة 100%. تم استخدام البرنامج الإحصائي SPSS لتحليل بنود الاستبيان.

بالإضافة إلى ذلك، أكدت نتائج الدراسة وجود علاقة إيجابية وذات دلالة إحصائية بين المتغير المستقل "أنظمة إدارة الموارد البشرية الإلكترونية" والمتغير التابع "أداء وظائف الموظفين في جامعة فلسطين التقنية". كما أبرزت الدراسة أن إدارة الموارد البشرية الإلكترونية تؤثر بشكل ملحوظ على أداء وظائف الموظفين في الجامعات الفلسطينية. لوحظ التأثير الأكبر في بعد "الاتصال الإلكتروني"، يليه "التقييم الإلكتروني"، ثم "الاختيار والتعيين الإلكتروني"، و "التعويضات والحوافز الإلكترونية". وكان للتدريب الإلكتروني أقل تأثير.

علاوة على ذلك، كشفت الدراسة أنه بينما تستخدم الجامعة منصات إلكترونية للإعلان عن فرص العمل، إلا أن تطبيق المقابلات الإلكترونية للمتقدمين للوظائف محدود. وهذا المجال يتطلب المزيد من الاهتمام والتطوير. توصي الدراسة بتعزيز التحول الرقمي ودعم المؤتمرات العلمية الإلكترونية وتعزيز البحث العلمي. إن تقديم الدعم المالي والفني لتنظيم هذه المؤتمرات والمشاركة فيها يمكن أن يعزز النشاط البحثي والتفاعل العلمي.

Chapter 1 (Introduction)

1.1 Introduction

By the way, there is no denying that computers and information systems have permeated every aspect of life, necessitating the need for all organizations to keep up with them and utilize their computerized systems, particularly in administrative management, organizational change, and computer-assisted productivity. As a result, both public and commercial companies have seen a radical change in information systems, with the development of modern information systems now primarily relying on computers, databases, communication networks, and other technological means. "New management terminologies, including electronic management (e-Management), electronic business (e-business), electronic marketing (e-marketing), electronic human resources management (E-HRM), electronic recruiting (e-recruitment), and other contemporary terminologies, have resulted from this. (Al-Omari, 2019).

In the current business environment, commercial enterprises face distinct obstacles that compel them to devise innovative strategies to manage the frequent and rapid personnel turnover. Since the incorporation of supplementary responsibilities and obligations has become imperative for the enterprise's prosperity, it has become more difficult for them to effectively manage, attract, and communicate with their staff. A multitude of elements contribute to low employee engagement, including insufficient compensation and benefits associated with the position, limited prospects for professional growth and education, and ineffective leadership. To attain a satisfactory level of employee engagement, organizations must align their human resource management strategies with these evolving market conditions and the aforementioned concerns.(Chayanan, 2020).

Accordingly, an organization that implements human resource management, including development, training, selection, appointment, and compensation systems, can effectively and flexibly achieve goals and develop strategies. It is also capable of implementing policies within the organization in a manner consistent with established internal policies and methods to ensure that human resources contribute to achieving its

goals. Solutions can be found to develop human resources to help improve the abilities, opportunities, and motivation of employees. (Nguyen et al., 2020).

As universities try to handle complicated workforce needs, support different employee groups, and adapt to shifting demands in higher education, E-HRM systems are becoming more and more widespread. (Boon et al., 2020).

These systems can provide significant assistance in maintaining information related to tenure, promotions, academic and staff appointments, and training and professional development efforts.However, the impact of E-HRM on university employee performance is still the subject of debate and research. According to some studies (Al Awadhi & Morris, 2016), these systems have the potential to enhance performance through the promotion of communication, transparency, and development. However, other research, particularly in complex institutions like universities, continues to question the effectiveness of these systems.

E-HRM systems may be too stiff or inflexible to accommodate the variety of needs of university personnel, which is a major cause for concern. Some staff members may believe, for instance, that these systems do not appropriately considerthe special requirements of academic work or that they are overly concerned with administrative duties rather than promoting career growth. (Liu et al., 2018). Other issues can relate to data security and privacy, the possibility of prejudice or discrimination, and how these technologies may affect employee agency and autonomy. (Cascio & Montealegre, 2016).

In an effort to manage complex labor requirements and adapt to shifting expectations in higher education, universities will likely continue to implement E-HRM systems despite these reservations. Hence, for universities to fulfill employee needs and accomplish organizational goals, it is vital to comprehend the impact that these systems have on employee engagement and performance.

In this case, explores the effects of E-HRM on employee performance in universities to illuminate the advantages and disadvantages of these systems in this setting.

1.2 The Problem of the Study

Efficient computerized administrative systems are considered advantageous when they fulfill the requirements of managers and employees while effectively serving the organization. The trust, approval, and contentment of employees with regard to these systems are crucial determinants in the assessment of job performance. There have been recent demands for the inclusion of multiple parties in employee evaluations to promote transparency and fairness. (Lynn, 2021).

Electronic human resource management (E-HRM) stands as a contemporary tool widely adopted bynumerous institutions and companies worldwide. By leveraging technology and computer systems, E-HRM enhances employee management processes and facilitates performance tracking and development. Despite widespread adoption in numerous countries, the integration of this technology into Palestinian universities is still in its early stages. Hence, it becomes imperative to investigate its influence on the job performance of employees within these institutions.As a result, this study aims to investigate the impact of electronic human resource management on the job performance of Palestinian university employees.. It seeks to ascertain whether the adoption of this tool correlates with enhanced job performance, the advancement of university employees' skills and technical competencies, and the enhancement of the quality of education and services delivered to students.We can formulate the study problem as as the following question:

What is the current status of electronic human resource management used in Palestinian universities, and what is its impact on the job performance of university employees?

1.3 Objectives of the Study

1. The primary objective of the research is to determine the impact of electronic human resource management on employee performance in Palestinian universities.
2. The main objectives of the study are summarized as follows:

3. Assessing the impact of electronic management of human resources in all of its dimensions on Employee performance in Palestinian universities.
4. Identifying the factors that influence the impact of electronic human resource management on Employee performance in Palestinian universities.
5. Outlining best practices in the use of electronic human resource management in Palestinian universities.
6. Providing recommendations and guidelines aimed at developing and improving electronic human resource management in Palestinian universities, as well as improving employee job performance.

1.4 Significance of the Study

1.4.1 Scientific Significance

The purpose of this research is to study the impact of electronic human resource management on Employee performance in Palestinian universities. This study is significant for several reasons:

1. The electronic management of human resources is one of the emerging concepts in the field of human resource management, which is important for achieving institutional goals. This study provides an opportunity to investigate this topic in the context of Palestinian universities.
2. Improving Employee performance in Palestinian universities is regarded as an important and urgent issue in light of the current conditions that universities are facing. The findings of this study may aid in the development of new strategies for improving job performance in Palestinian universities.
3. Providing a new theoretical and applied framework in the field of human resource management, as well as providing researchers and those interested with updated and comprehensive information on the subject of electronic human resource management and its impact on job performance in Palestinian universities.

1.4.2 Practical Significance

Standing on the weaknesses and strengths points of the electronic human resource management system used in Palestinian universities contributes to the possibility of developing this system and keeping up with modern human resource management standards for employees.

Emphasizing the significance of modern electronic systems for human resource management and the subsequent correction of deviations, as well as motivating and promoting those who deserve it. It also serves as a foundation for evaluating human resource management systems such as recruitment, appointment, training, wages, and other related functions.

Providing guidance and advice to those interested in scientific research to study computerized administrative systems in all administrative fields in the Palestinian business environment, as well as ways to develop these systems.

The objective of this study is to evaluate how electronic human resource management affects the job performance of employees in Palestinian universities. The outcomes of this research hold practical implications in several domains:

1. Enhancing employee performance within Palestinian universities, thereby boosting productivity and work quality, by establishing effective strategies for human resource management through electronic systems.
2. Innovating new administrative tools and approaches for more efficient and streamlined human resource management practices applicable across various public and private sectors.
3. Minimizing conventional administrative tasks and their associated expenses within Palestinian universities through the adoption of electronic human resource management methodologies.
4. Cultivating a flexible and conducive work environment for employees in Palestinian universities, fostering communication and interaction among peers,

managers, and supervisors, ultimately leading to improved employee performance.

1.5 Study Questions

The main research question is,**"What is the current status of electronic Human Resource Management used in Palestinian universities, and what is its impact on the job performance of university employees?**

1. This study will address the following key questions:What is the reality of electronic recruitment and selection of electronic human resource management on the job performance foremployees in Palestinian universities?
2. What is the reality of electronic training for electronic human resource management on the job performance of employees in Palestinian universities?
3. What is the reality of electronic performance evaluation for electronic human resource management on the job performance of employees in Palestinian universities?
4. What is the reality of electronic communications for electronic human resource management on the job performance of employees in Palestinian universities?
5. What is the reality of electronic incentives and compensation for electronic human resource management on the job performance of employees in Palestinian universities?
6. What is the reality of job performance for employees in Palestinian universities?

1.6 Study Hypotheses

The first main hypothesiswas that there is a statistically significant relationship at the level of significance ($a \leq 0.05$) between electronic human resource management and the job performance of Employees in Palestinian universities from the perspective of Employees in Palestinian universities.

The second main hypothesisis that there is a statistically significant impact for electronic human resource management and job performance of Employees in

Palestinian universities at the level of significance (a≤0.05) from the perspective of Employees in Palestinian universities.

This hypothesis generated the following main hypotheses:

1. There is a statistically significant impact at the level of significance (a≤0.05) for E-recruitment and E-selection of electronic human resource management approved in Palestinian universities and the job performance of their employees from the perspective of employees in Palestinian universities.
2. There is a statistically significant impact at the level of significance (a≤0.05) for E-Training of electronic human resource management approved in Palestinian universities and the job performance of their employees from the perspective of employees in Palestinian universities.
3. There is a statistically significant impact at the level of significance (a≤0.05) between the performance evaluation ofelectronic human resource management approved in Palestinian universities and the job performance of their employees from the perspective of employees in Palestinian universities.
4. There is a statistically significant impact at the level of significance (a≤0.05) for E-Communications of electronic human resource management approved in Palestinian universities and the job performance of their employees from the perspective of employees in Palestinian universities.
5. There is a statistically significant impact at the level of significance (a≤0.05) for E-Compensation of electronic human resource management approved in Palestinian universities and the job performance of their employees from the perspective of employees in Palestinian universities.

The third main hypothesis

There are statistically significant differences related to the responses of the respondents about the electronic management system for human resources used in Palestinian universities due to demographic variables (gender, age, educational level, job level, years of experience, job title and collage).

The fourth main hypothesis

There are statistically significant differences related to the respondents' responses about job performance due to demographic variables (gender, age, educational level, job level, years of experience, job title, and collegee).

1.7 Study Limitations

Objective Limitation: The scope of this study was limited to determining the impact of electronic human resource management on employee performance in Palestinian universities.

Spatial limitation: This study was restricted to Palestinian universities, and the case study was restricted to Palestine Polytechnic University.

Time limitation: This study was conducted between the beginning of January 2023 and the beginning of 2024.

Human Limitation: Employees at all academics and administrative levels in Palestinian universities in Palestine.

1.8 Study Determinants

Sample Size and Selection: a small sample size or an unrepresentative sample selection could have an impact on the study's findings. The results may not apply to the larger population of university employees, for instance, if the study only comprises employees from one or a small number of universities.

Data collection and measurement: The study's data collection techniques and measurement equipment may have some drawbacks. For instance, response bias or social desirability bias may affect self-reported surveys or interviews. Additionally, it is possible that the metrics used to gauge E-HRM usage or job performance are not entirely accurate or trustworthy.

External influences: Though outside the researchers' control, external influences could have an impact on the study outcomes. The study results may be impacted, for instance, by adjustments in the political, economic, or technical landscape.

Finally, the methods used for data analysis and interpretation might have some limitations for the study. To separate the impacts of E-HRM from those of other organizational or external factors, researchers may find it difficult to establish causal linkages between the deployment of E-HRM and job performance.

1.9 The Study Structure

Chapter One: The study background: in which the study problem and its justifications were defined, the significance of the study, the cognitive contribution, the main objective of this study, and the sub-objectives were identified, and the overall study structure was defined.

Chapter Two: The theoretical framework of the study covered four topics:

The first topic deals with the definition of electronic human resource management (e-HR) and how to use modern technology and electronic systems to facilitate and improve human resource management in organizations and companies.

The second topic deals with an explanation of what job performance are its determinants, characteristics, and methods of evaluation.

The third topic deals with information about Palestine Polytechnic University, which is the case under study.

The fourth topic deals with previous studies, in which previous studies that were presented and dealt with in the study were summarized, and it was determined whether these studies were deficient or not. In addition, whether there is a genuine scientific gap on the subject of the study.

Chapter Three: Study Methodology and Procedures: In this chapter, the descriptive analytical method was defined, and a plan for the data collection mechanism for the study was developed using references, studies, previous research, press reports, and related articles. The data was collected using the data collection tool. The questionnaire, which was designed and distributed to a sample of the study population, was instrumental in data collection. It is a sample of Employees at all administrative levels in

the Palestine Polytechnic University sector that filled out the specified sample in this study.

Chapter Four: Results and Discussion: In this chapter, the questionnaire was completed using the SPSS statistical analysis program, and the statistical analysis results were translated into clear and readable results and percentages related to the study's questions and hypotheses.

Chapter Five :Conclusions and Recommendations: In this chapter, the study's conclusions were identified after implementing its procedures and methodology; recommendations were developed to study the real impact of the use of electronic human resource management on Employee performance in Palestinian universities; and many concepts for future research that contribute to addressing problems closely related to the subject were developed.

References: All references that contributed to the findings of the study were properly identified in this section using the scientific format.

Appendix: Reports, questionnaires, and any other appendix that were used during the research process were developed.

Chapter 2 (The Theoretical Framework)

Section No .1 The Electronic Human Resource Management

2.1.1 Introduction

With the development of technology, the idea of electronic human resource management (E-HRM) has become more widely accepted. It speaks to how human resources (HR) procedures and activities are managed using information technology (IT). The administration of pay and benefits, performance management, training and development, and recruitment are just a few of the HR procedures that are automated by E-HRM systems. (Nanayakkara, 2020).

Consequently, this section shall discuss electronic human resource management (E-HRM), comprising its essential components and functions, alongside its significant advantages for supporting a structured and methodical approach to human resource management.Initially, we will discuss electronic management and its historical development, which marks the beginning of electronic human resource management.

2.1.2 Electronic Management

The Historical Development of Electronic Management

Electronic management has evolved significantly over the past few decades, thanks to the enormous advancements in information technology and telecommunications. Electronic management has become an essential part of business management, contributing to the facilitation and improvement of various operations and activities, both within organizations and between them and their customers and business partners. Electronic management enables fast and easy access to information and data and helps increase efficiency and productivity while reducing errors and costs. Recent developments in electronic management include machine learning and artificial intelligence, which enable organizations to improve their operations and make more effective and accurate decisions. (M B, 2022).

The Definition of Electronic Management

E- Management is the use of modern technology and the Internet to improve and facilitate government, corporate, and institutional processes, including planning, organizing, implementing, monitoring, evaluating, and communicating with citizens, customers, and partners. E-Government can be used in various fields such as education, healthcare, finance, marketing, and public services. (Al-Sharjabi &Others, 2019).

Electronic management, also known as E-Management or digital management refers to the use of electronic systems and technology to manage and operate various organizational processes and activities. This includes the use of software applications, databases, communication technologies, and other digital tools to streamline and automate tasks, improve decision-making processes, enhance productivity, and reduce operational costs. (Chand, 2020).

Electronic management, also known as E-Management or electronic management refers to the use of information technology and communication techniques in managing various processes and activities within organizations, which allows for quick and easy access to information and data and improves the efficiency and productivity of the organization. These technologies include web applications, cloud computing, machine learning, and artificial intelligence, which enable organizations to improve their operations and make more effective and accurate decisions. (Eckhardt & Others, 2020).

The Characteristics of E-Management

1. Enhanced Efficiency: Administrative procedures are streamlined with E-Management, conserving valuable time and effort. Electronic systems have significantly improved the speed and efficiency with which tasks that were previously performed manually can be completed..
2. Increased Accuracy and Integration: E-Management technologies enhance data accuracy and minimize administrative errors. These technologies also facilitate seamless integration between various systems and applications used within an organization.

3. Convenient Information Access: accessing information and data becomes effortless with E-Management. The internet provides easy access to the necessary information, eliminating the need for time-consuming searches.
4. Effective Control and Monitoring: Electronic technologies enable precise and efficient control and monitoring of administrative processes. Managers can intervene promptly to improve performance and address potential issues.
5. Enhanced Communication: E-Management technologies play a vital role in improving communication within organizations as well as with customers and business partners. They offer effective and flexible communication channels, enabling swift responses to inquiries and complaints. (Nanayakkara, 2020).

Now we will move on to discuss the electronic management of human resources and its key functions.

2.1.3 Human Resource Management

It is a vital discipline within any organization, dedicated to effectively managing and nurturing its employees. This encompassing field encompasses a range of core functions that aim to ensure the organization's sustainability and excellence. Among its key responsibilities is the careful selection and recruitment of qualified individuals who align with the organization's needs. It also entails performance management, individual evaluation, and fostering growth through appropriate training and development initiatives. Furthermore, human resource management oversees the organization's compensation and reward systems, cultivates a positive work environment, and promotes work-life balance. Serving as a strategic partner to senior management, human resource management plays a crucial role in achieving organizational objectives and enhancing employee satisfaction and engagement, and one of the key distinguishing factors in the current era of business management is the utilization of technology, software, and modern communication techniques in the field of electronic human resource management (Omar, 2019).

2.1.4 Electronic Human Resource Management

Electronic Human Resource Management (E-HRM) is a concept that refers to the integration of technology and digital solutions in managing various aspects of human resources within organizations. This concept includes the use of software, electronic platforms, and digital tools to simplify HR processes and improve overall efficiency. (Elsawy & Others, 2021).

The Definition of Electronic Human Resource Management

Electronic Human Resource Management: The "E-HRM" refers to the application of information technology to the management of human resource procedures, such as hiring, onboarding, training, development, performance evaluation, and employee relations. Online training, performance monitoring, and self-service options for updating personal information and benefits are just a few of the services that E-HRM systems offer to employees and managers, in addition to automating HR procedures. (Kumar, P., & Sharma, A., 2021).

Electronic Human Resource Management: the use of technology, computer software, and specialized systems to manage and organize human resourceprocesses within organizations through the application of modern methods and techniques that enable the improvement of HR management processes more efficiently and effectively. (Stone& Others, 2018).

The Importance of Electronic Human Resource Management

E-HRM is the integration of information technology into HR processes, such as recruitment, performance management, and employee training and development that can bring several benefits to organizations, such as:

1. Increased efficiency, and reduced costs.
2. Improved decision-making.
3. Implementing E-HRM can lead to improved HR performance, greater strategic alignment between HR and organizational goals, enhanced employee engagement, and job satisfaction.

4. Improved overall organizational performance. Therefore, E-HRM can be a valuable tool for organizations aiming to enhance their HR processes and align their human capital with their strategic objectives. (Yogesh, 2023).

Advantages of Electronic Human Resource Management

1. Time and effort-saving:E-HRM relies on technology and automation in processing data and information, which saves a lot of time and effort compared to traditional methods of HR management.
2. Reducing errors:E-HRM helps reduce administrative and informational errors that may occur with traditional methods.
3. Easy access to information: HR-related information and data can be easily accessed anytime and anywhere online.
4. Saving storage space: Electronic information is stored securely in one place, which helps save the necessary storage space for files and papers in traditional methods.
5. Improving communication and collaboration:E-HRM helps improve communication and collaboration between employees and management, leading to better relationships and trust within the organization.
6. Saving financial resources: Using E-HRM systems can reduce the costs of HR management compared to traditional methods.
7. Improving service quality:E-HRM systems can improve the quality of HR services.
8. Time-saving in recruitment processes: Electronic HR management can facilitate the recruitment process by advertising job openings online and receiving and automatically analyzing applications.
9. Improving job applicants' experience: Electronic HR management can enhance the job application experience by facilitating the application process and providing automated responses to applications (Bassy, 2019).

2.1.5 Electronic Human Resource Practice

E-Recruitment&E-Selection: One of the most important functions of human resource management is selection and recruitment, as human resources are considered a vital element for any organization and a key pillar for implementing strategic development plans. (Khaled, 2022).

The Definition of E-Recruitment & E-Selection

E-Recruitment & E-Selection:E-Recruitment refers to the use of electronic or online platforms and technologies in the recruitment process. It involves utilizing various digital channels, such as job boards, company websites, social media platforms, and online job portals, to attract and engage potential candidates. E-Recruitment streamlines and automates the recruitment process, making it more efficient and accessible. E-Selection, on the other hand, is the use of electronic or online methods for assessing and selecting candidates during the hiring process. It involves leveraging technology, such as online assessments, video interviews, and applicant tracking systems, to evaluate candidates' skills, qualifications, and fit for a particular job. E-Selection enables organizations to streamline their candidate evaluation processes, improve accuracy, and make data-driven hiring decisions. (Majeed, 2020).

E-recruitment refers to the use of electronic means such as websites, social networks, and other digital platforms to advertise job opportunities and attract potential candidates. It involves posting job vacancies and associated requirements through these electronic channels, and candidates can submit their applications and personal documents online. On the other hand, E-Selection pertains to the application of electronic techniques and tools to analyze the information provided by candidates and evaluate their suitability for the advertised position. This may include the use of automated accounting programs and linguistic analysis to examine the information presented in resumes and video interviews. (Khaled, 2022).

The Importance of E-Recruitment

In the modern digital age, the use of E-Recruitment has gained immense significance owing to the prevalence of the internet and the increasing adoption of technology by organizations. This approach enables businesses to expand their reach and access a larger pool of potential candidates, while also simplifying the recruitment process by automating tasks such as resume screening and interview scheduling. By providing a user-friendly platform for job seekers to apply and communicate with recruiters, E-Recruitment can enhance the candidate experience. Furthermore, it offers valuable data and analytics to inform recruitment strategies and decision-making processes. (Kshetri, N., 2018).

The Importance of E-Selection

1. We can highlight several crucial points about the significance of electronic selection, summarizing them as follows:E-Selection helps to streamline the recruitment process by automating many manual tasks such as resume screening and interview scheduling.
2. It can improve the accuracy and quality of candidate selection by using data and analytics to assess the performance indicators of applicants.
3. E-Selection can also reduce bias in the selection process by using objective criteria and eliminating human errors or prejudices.
4. It allows for greater collaboration and communication between hiring managers and HR teams, as all relevant information is accessible on a single digital platform.
5. E-Selection can provide a better candidate experience by offering a user-friendly interface for submitting applications and tracking progress in real-time.
6. E-Selection can increase the efficiency of the selection process by automating tasks such as candidate screening and testing.
7. It can provide a more objective and standardized approach to candidate evaluation, reducing the potential for bias or subjective judgments.

8. E-Selection can allow for a larger pool of applicants to be considered, as well as enable remote testing and evaluation.
9. The use of E-Selection can result in cost savings for organizations by reducing the need for in-person testing and evaluation as well as minimizing the risk of hiring the wrong candidate. (Nguyen & Others, 2020).

Advantages of E-Recruitment & E-Selection

1. Increased efficiency: E-Recruitment allows the use of modern tools and technologies to streamline and expedite the E-Recruitment process, resulting in increased efficiency and time and effort savings.
2. Balance and fairness: E-Recruitment helps achieve balance and fairness in the E-Recruitment process by applying standardized and equitable criteria and measures to all candidates.
3. Accuracy and reliability: E-Recruitment relies on accurate and up-to-date data, contributing to increased reliability in decision-making related to the selection.
4. Cost-effectiveness: E-Recruitment is an economical technological method for human resource management, reducing costs associated with traditional manual processes.
5. Analysis and evaluation: E-Recruitment provides a wide range of data and information available for analysis and evaluation, aiding in making strategic decisions that are more effective and efficient.
6. Diversity and personal diagnosis: E-Recruitment enables the provision of diverse experiences for candidates and a better assessment of their personalities and skills, facilitating the selection of suitable individuals for the organization. (Khaled, 2022).

E-Training

One of the key features of the current era is e learning, which has experienced significant growth and widespread adoption, especially with the advancement of modern communication technologies. There is an increasing demand for various types of training across all business management fields. (Khaled, 2022).

The Definition of E-Training

E-Training is the process of education using modern technology and electronic devices, such as computers, the Internet, and Smartphone's. It involves providing educational and training materials online and enabling students to interact with them, as well as communicating with trainers and other learners remotely. E-learning can take the form of live instructional classes, workshops, pre-recorded training materials that can be viewed on demand, and other educational activities that can be offered remotely. (Noesgaard & Others, 2015).

E-Training refers to the use of electronic technologies and digital platforms to deliver educational and training content remotely. It involves the use of computers, the internet, multimedia resources, and interactive tools to facilitate learning and skill development. E-learning enables individuals to access training materials and participate in educational programs at their own pace and convenience, regardless of geographical constraints. It often includes features such as online courses, virtual classrooms, multimedia presentations, and interactive assessments. (Lynn, 2021).

The Importance of E-Training

E-training is considered one of the most modern and effective methods of transferring knowledge and skills to individuals. This is due to several reasons, according to a 2017 study published in a master's thesis from Palestine Polytechnic University. Among those reasons is the flexibility of time and place, where trainees can benefit from training materials and lessons at any time and from anywhere, they want, without the need to be present in a specific location or at specific times. It is also possible for institutions and companies to significantly reduce training costs due to the lack of large spaces and

human and material resources to hold training courses. E-learning enhances the efficiency and effectiveness of trainees, thanks to the presence of diverse multimedia content that allows them to interact with the content better, and they can benefit from training materials more effectively and interactively. Trainees can also obtain training on the skills and knowledge necessary to perform their jobs better, which helps improve their performance and raise their efficiency level (Hussein, 2021).

The Advantages of E-Training

E-training, also known as online training or e-learning, offers several advantages over traditional classroom-based training.

Here are some of the key advantages of E-Training:

1. Flexibility and Convenience: E-Training allows learners to access training materials and participate in courses from anywhere and at any time, as long as they have an internet connection. This flexibility is particularly beneficial for individuals with busy schedules, remote Employees, or those who prefer self-paced learning.
2. Cost-Effectiveness: E-Training eliminates the need for travel expenses, venue rentals, printed materials, and other associated costs of traditional training. This makes it a more cost-effective option, especially for organizations with a geographically dispersed workforce or limited training budgets.
3. Self-Paced Learning: E-Training offers self-paced learning opportunities, allowing learners to progress through the material at their own pace. This is advantageous, as individuals can spend more time on challenging topics and quickly move through familiar content, optimizing their learning experience.
4. Accessibility: Online training provides accessibility to a wider audience, including individuals with physical disabilities or those residing in remote areas where access to traditional training might be limited. E-training platforms can often accommodate diverse learning needs, such as providing closed captions, transcripts, or adjustable font sizes.

5. Consistency and Standardization: E-Training ensures consistency in content delivery and training outcomes. With a centralized online platform, organizations can standardize the training experience for all learners, ensuring that everyone receives the same information and skill development.
6. Tracking and Assessment: E-Training platforms often come equipped with tracking and assessment features. Organizations can monitor learners' progress, track completion rates, and assess their understanding through quizzes, tests, or interactive activities. This data can be valuable for evaluating training effectiveness and identifying areas for improvement.
7. Resource Availability: E-Training platforms can host a wide range of training resources, including videos, documents, interactive modules, and discussion forums. Learners can access these resources anytime they need a refresher or additional information, fostering continuous learning and knowledge retention.
8. Scalability: E-Training is highly scalable, allowing organizations to deliver training to large numbers of learners simultaneously. It eliminates logistical constraints associated with physical classrooms and can accommodate an expanding workforce without significant additional resources.
9. Environmentally Friendly: E-Training reduces the carbon footprint associated with traditional training methods. It eliminates the need for printed materials and reduces travel-related emissions, making it a more sustainable option. (Hussein, 2021).

E- Performance Evaluation

Electronic performance evaluation is the process of assessing employee performance through electronic evaluation platforms or web-based systems. Electronic evaluation offers a range of advantages that enhance efficiency and improve achievement outcomes. It allows for monitoring and tracking employee performance over time by recording their progress and evaluating their performance on web-based tasks and projects. This enables employers to gauge the progress of employees in their job

performance, and here we will discuss the definition of E- Performance Evaluation. (Elsawy& Others, 2021).

E-Performance Evaluation Definition

E-Performance Evaluation is the process of analyzing and measuring performance related to digital technologies, electronic applications, and E-Learning, to determine their effectiveness in achieving specific goals and improving organizational and individual performance. The evaluation may include factors such as content quality, level of interaction and participation, overall satisfaction of learners and trainers, and data analysis and statistics (Horton, 2020).

E-Performance Evaluation, also known as electronic performance evaluation, refers to the process of assessing and appraising employee performance using digital tools and technologies. It involves the use of electronic platforms, software, or online systems to collect, measure, and analyze data related to an employee's job performance, competencies, goals, and achievements (Imam, 2019).

The Importance of E- Performance Evaluation

Each function of electronic human resource management has great importance, we will mention the points related to the importance of electronic employee performance evaluation:

1. Provides objective feedback: Electronic Performance Evaluation provides an objective evaluation of an employee's performance without any biases or personal opinions.
2. Increases transparency: With E-Performance Evaluation, the evaluation process becomes more transparent, and both the employees and the managers have access to the evaluation results.
3. Improves efficiency: The use of electronic systems for performance evaluation can help streamline the process, making it more efficient and less time-consuming.

4. Facilitates data analysis: Electronic Performance Evaluation provides a wealth of data that can be used for analysis and decision-making purposes, such as identifying areas for improvement and tracking progress over time.
5. Enhances accountability:Electronic Performance Evaluation contributes to the development of an accountability culture in which employees are held to specific standards and are responsible for their performance.

Overall, E-Performance Evaluation can lead to more accurate and consistent evaluations, improved employee performance, and better organizational outcomes. (M.H, 2022).

The Advantages of E- Performance Evaluation

E-Performance Evaluation, or Electronic Performance Evaluation, offers several advantages over traditional performance evaluation methods. Here are some key advantages of e-performance evaluation:

1. Efficiency: E-performance evaluation streamlines the evaluation process, eliminating manual paperwork and time-consuming administrative tasks. Automated systems allow for easy data collection, analysis, and reporting, saving time and effort for HR professionals and managers.
2. Standardization and Objectivity: Electronic evaluation systems provide standardized criteria and performance metrics, ensuring consistency and objectivity in the evaluation process. This reduces the potential for bias and subjective judgments that can occur in traditional evaluations.
3. Enhanced Accuracy: E-performance evaluation reduces the chances of errors or omissions that may happen when using manual methods. With automated data collection and calculations, accuracy is improved, leading to more reliable evaluation results.
4. Data-Driven Insights: Electronic systems generate data and analytics that offer valuable insights into employee performance trends, strengths, and areas for improvement. This data can inform talent management strategies, training and development initiatives, and succession planning.

5. Continuous Feedback and Coaching: E-Performance Evaluation Systems enable ongoing feedback and coaching between managers and employees. This facilitates timely guidance, performance discussions, and support for employees, leading to continuous improvement.
6. Transparency and Accountability: Electronic evaluation systems promote transparency by providing clear evaluation criteria and expectations to employees. This fosters a sense of fairness, as employees understand the basis on which they are being assessed. It also encourages accountability, as employees have visibility into their performance and can track their progress.
7. Employee Development: E-performance evaluation helps identify individual employee strengths and development needs. This information can be used to create personalized development plans, training programs, and career paths, supporting employee growth and engagement. (Majeed, 2020).

E-Communications

Electronic administrative communications involve the use of technology and electronic media to facilitate and improve communication and interaction within the administrative environment. This includes the use of email, electronic messaging, instant messaging, online collaboration platforms, video conferences, internal social networks, and shared tools for remote work. Electronic administrative communications contribute to enhancing the efficiency and speed of communication among individuals, teams, and different departments. They reduce the constraints of time and location, foster collaboration and coordination in projects and administrative activities, and improve information management and internal communication among organization members. (Liu, 2018).

E-Communications Definition

E-Communications, also known as electronic communications, encompasses the exchange of information, data, or messages through electronic channels, including email, chat, video conferencing, and social media platforms. It has become a vital means

of communication in the modern era, facilitating swift and efficient interactions between individuals and organizations, regardless of geographical boundaries. (Roshdy, 2020).

E-Communications refers to the exchange of information, messages, and communication between individuals within an organization or company using electronic communication methods. This includes the use of email, electronic messaging, instant messaging, and other digital platforms specifically designed for internal communication and collaboration. Through electronic administrative communications, employees can easily and effectively share ideas and opinions and provide instructions and guidance. These electronic methods contribute to achieving good coordination, enhancing teamwork, and improving the effectiveness of communication. They enable teams and employees to quickly respond to administrative needs and challenges. (Cordova& Others, 2021).

The Importance of E-Communications

E-communications, or electronic communications, are communication methods that utilize electronic devices and technologies such as computers, Smartphone's, email, social media, and messaging apps. The importance of e-communications lies in its ability to provide fast and efficient communication that allows people to connect from different locations at any time (Nguyen & Others, 2020).

Here are some specific reasons why E-Communications are important:

1. Speed: E-Communications enable real-time communication, allowing people to exchange information quickly and efficiently.
2. Convenience: E-Communications are convenient because they eliminate the need for physical proximity or face-to-face meetings, making it possible for people to communicate with each other from different locations and time zones.
3. Accessibility: E-Communications are accessible to a large number of people, making it possible to reach a wider audience than traditional communication methods.
4. Cost-effective: E-Communications are often more cost-effective than traditional communication methods, such as sending letters or making phone calls.

5. Record-keeping: E-Communications can be easily stored and retrieved, allowing for a more efficient record-keeping process.

Overall, E-Communications are essential for modern communication, providing a fast, efficient, and cost-effective way for people to connect. (Al-Shawwa, 2022).

The Advantages of E-Communications

E-Communications, or electronic communications, offer numerous advantages in various aspects of personal and professional interactions. Some of the key advantages of e-communications include:

1. Speed and Efficiency: E-Communications facilitate instant and real-time communication, allowing for quick transmission of messages, information, and documents. It eliminates the delays associated with traditional methods such as postal mail or physical meetings.
2. Accessibility and Convenience: Electronic Communication methods provide flexibility and accessibility as they can be accessed from anywhere, anytime, as long as there is an internet connection. This convenience allows individuals to stay connected and collaborate regardless of geographical distances.
3. Cost Savings: E-Communications significantly reduce costs associated with physical mail, printing, and transportation. It eliminates the need for paper-based communication, postage fees, and travel expenses for face-to-face meetings, resulting in cost savings for individuals and organizations.
4. Enhanced Collaboration: E-Communications tools enable effective collaboration among individuals and teams. Features like shared documents, online project management platforms, and real-time messaging foster seamless collaboration, allowing for easy sharing of ideas, feedback, and updates.
5. Documentation and Record-Keeping: Electronic Communications provide a digital trail of conversations and interactions, allowing for easy documentation and record-keeping. This can be beneficial for future reference, tracking progress, and ensuring accountability. (Chopra, 2018).

E-Compensation

E-Compensation refers to the use of electronic systems and technology to manage and administer employee compensation and benefits programs within an organization. It involves the automation of processes related to salary, bonuses, incentives, allowances, and other forms of compensation. (Nanayakkara, 2020).

And here are some important definitions related to the E-Compensation process:

E-Compensation Definition

E-Compensation refers to the use of modern technology and electronics in the process of determining and managing salaries, bonuses, and benefits in organizations and companies. Computer programs and systems are used to facilitate payroll and benefit administration processes and improve their accuracy and effectiveness. E-Compensation components include creating electronic employee files, setting salaries and benefits, managing bonuses and incentives, and analyzing and evaluating data related to salaries and compensation. (Al-Marzouqi, 2020).

E-Compensation, also known as electronic compensation, refers to the use of electronic systems and technologies to manage and administer employee compensation and benefits within an organization. It involves the digitization and automation of processes related to salary calculation, bonus allocation, incentives, allowances, and other forms of compensation. (Nguyen & Others, 2020).

The Importance of E-Compensation

E-Compensation, which refers to the use of electronic systems to manage and administer employee compensation, is becoming increasingly important in today's digital age. Here are some reasons why:

1. Efficiency: E-Compensation enables companies to manage compensation processes more efficiently and effectively. It reduces the amount of time and resources required to manage compensation-related tasks, such as data entry, calculations, and distribution of compensation statements.

2. Accuracy: E-Compensation systems eliminate the risk of errors that can occur when compensation data is manually entered or calculated. This ensures that employees are paid accurately, which can boost morale and reduce the risk of litigation.
3. Transparency: E-Compensation systems provide greater transparency around compensation decisions, as they enable employees to view their compensation statements and understand how their compensation was calculated.
4. Compliance: E-Compensation systems can help companies comply with regulatory requirements around compensation, such as equal pay laws and tax regulations.
5. Cost-effectiveness: E-Compensation systems can be more cost-effective than traditional compensation management methods, as they eliminate the need for paper-based processes, reduce the risk of errors and fraud, and require less time and resources to manage.

Overall, E-Compensation can help companies manage compensation more efficiently, accurately, and transparently, while also improving compliance and reducing costs. (Horton, 2020).

The Advantages of E-Compensation

E-Compensation, or electronic compensation, refers to the use of technology and digital platforms for managing and administering employee compensation programs. There are several advantages associated with e-compensation, which include:

1. Efficiency: E-Compensation systems streamline the compensation process by automating various tasks, such as calculating salaries, bonuses, and benefits. This reduces manual effort and paperwork, resulting in significant time savings for HR professionals.
2. Accuracy: Automated systems eliminate the possibility of human errors in compensation calculations. By using predefined formulas and data inputs, e-

compensation ensures accurate and consistent results, reducing the likelihood of mistakes or discrepancies.

3. Cost savings: E-Compensation can lead to cost savings for organizations. By reducing paperwork, printing, and administrative tasks associated with compensation management, companies can save on operational costs. Additionally, automated systems help identify cost-effective compensation strategies and optimize the allocation of resources.
4. Transparency: E-Compensation systems provide transparency in the compensation process. Employees can access their compensation details, including salary components, bonuses, and benefits, through self-service portals. This transparency fosters trust and enhances employee satisfaction.
5. Data analysis: E-Compensation systems collect and store compensation-related data, which can be leveraged for data analysis and insights. HR professionals can use this data to assess the effectiveness of compensation programs, identify trends, and make data-driven decisions to improve overall compensation strategies.
6. Flexibility and customization: E-Compensation platforms can be tailored to meet the specific needs of an organization. Companies can define different compensation structures, rules, and policies, allowing for flexibility in managing diverse employee groups, roles, and compensation packages. (M B, 2022).

2.1.6 The Conclusion of Section One

In conclusion, this section highlights the importance of electronic management and human resource management in the modern era. Adopting digital technologies and electronic tools in human resource management represents a significant shift in how employees are managed and administrative processes are developed.

The study demonstrates that electronic human resource management provides numerous opportunities to enhance the efficiency and effectiveness of human resource management. Electronic systems can be used to manage employees' personal

information, organize salaries and benefits, evaluate employee performance, provide online training and development, and manage recruitment and selection processes more effectively.

Through these functions, electronic human resource management plays a vital role in enhancing communication and interaction between employees and organizational management. Electronic tools provide platforms for effective communication and collaboration, contributing to improved response time and interaction among employees. Additionally, they assist in improving decision-making processes and achieving effective performance evaluation and statistical analysis.

In summary, this section expounded upon the operations of electronic human resource management and underscored its substantial influence on propelling progressions in contemporary management. It improves interaction, communication, and efficacy between personnel and organizational leadership.

Section No .2 Job Performance

2.2.1 Introduction

Job performance is considered a key factor in determining the success of organizations and companies, as it contributes significantly to achieving set goals and improving productivity and quality. Therefore, job performance is a vital matter that should be taken seriously by the management of organizations and companies. Performance evaluation processes help to determine the effectiveness of employees in their roles, identify areas in which employees need improvement, and determine if training programs and plans are achieving the desired results. Performance evaluations also help to promote competitiveness among employees and motivate them to work better and more productively.(Bishop& Others, 2019).

Another important aspect that makes job performance important is that it helps to determine levels of pay, rewards, promotions, and dismissals. Therefore, it is one of the most important factors in retaining highly competent personnel in organizations and companies, it can be said that job performance is a key factor in the success of

organizations and companies, and it should be constantly focused on improving and developing to achieve goals and improve productivity and quality. (Grote, 2020).

2.2.2 Definition of Job Performance

Job Performance" refers to the actions and behaviors of an individual in a work-related context that contribute to the goals and objectives of an organization or company. This can include tasks, responsibilities, accomplishments, and the overall quality of work produced. (Bishop& Others, 2019).

Performance management is "the process by which organizations set goals, determine standards, assign and evaluate work, provide feedback, and take corrective actions to develop their employees' skills and abilities to meet the organizational objectives. (Rogelberg, 2019).

Job Performance is a thorough evaluation of how employees perform at work. This includes determining whether they are completing the tasks assigned to them efficiently and on time, as well as whether they are correctly applying the necessary skills and knowledge. Job Performance can be evaluated on an ongoing or periodic basis and usually includes an assessment of the period, which typically ranges from 6 to 12 months. The evaluation results are used to determine employee successes and challenges, as well as to identify areas for improvement. Periodic job performance appraisals benefit both individuals and organizations by identifying the most efficient and professional individuals and improving their skills and knowledge, as well as identifying areas in which employees need to improve their performance. (Al-Bashabsheh, 2020).

2.2.3 The Importance of Job Performance

Job performance is critical to the success of any organization because it has a direct bearing on that of the company. Proficient job performance has the potential to result in heightened levels of profitability, customer satisfaction, and productivity. Conversely, subpar job performance may lead to reduced efficiency, diminished client contentment, and even monetary setbacks. Employers must therefore establish transparent

performance standards and furnish their personnel with the required resources and instruction to ensure that they carry out their duties efficiently. In addition to providing employees with feedback and identifying areas for development, routine performance evaluations can ultimately result in enhanced job performance. (2019, Abdulrahman).

2.2.4 Job Performance Evaluation

Job performance evaluation is the process of measuring and assessing the performance of employees within their work context according to specified standards and indicators. The purpose of performance appraisal is to evaluate the extent to which employees achieve their set objectives and the level of execution of assigned tasks, as well as to appreciate their contribution to the achievement of organizational goals. (Kenyatta, 2019).

2.2.5 Job Performance Evaluation Definition

Job performance evaluation involves the systematic measurement and assessment of employees' performance within the context of their work, using predetermined standards and indicators. Its primary objective is to gauge the degree to which employees accomplish their established goals and effectively carry out assigned tasks, while also recognizing their contributions towards attaining organizational objectives.

Job performance evaluation refers to the systematic process of assessing and measuring an employee's performance regarding their job responsibilities and objectives. It involves the evaluation of various factors such as the quality of work, productivity, adherence to deadlines, skills and competencies, teamwork, and overall contribution to the organization. The purpose of job performance evaluation is to provide feedback to employees, identify areas for improvement, recognize and reward high performers, and make informed decisions regarding promotions, training, and development opportunities. It serves as a valuable tool for performance management and enhancing employee effectiveness and organizational success. (Almada, .2018).

2.2.6 The Dimensions of Job Performance Evaluation

Job performance evaluation encompasses multiple dimensions used to assess employees' performance. The common dimensions that can be included in the process of job performance evaluation include:

1. Work quality: measuring the employee's ability to execute tasks and produce desired quality results while paying attention to details and accuracy in their work.
2. Work quantity: evaluating the employee's accomplishment of specified tasks and the appropriate quantity of work required from them.
3. Skills and competencies: assessing the employee's possession of the necessary skills and knowledge to perform their tasks efficiently and effectively.
4. Communication and collaboration: evaluating the employee's ability to communicate and interact with colleagues and other work teams, as well as their capability to work as part of a team and collaborate with others.
5. Initiative and creativity: assessing the employee's ability to take initiative, provide new ideas, and offer creative solutions to improve work and achieve goals.
6. Leadership and supervision: evaluating the employee's ability to take responsibility, guide others, and manage tasks effectively if they hold a leadership or supervisory position.
7. Personal development: assessing the employee's ability to develop themselves, acquire new skills, and keep up with changes in their field of work. (Iqbal, 2018).

2.2.7 The Job Performance Evaluation Objectives

There are many Job Performance Objectives, and we can mention them at these points:

1. Providing employees with feedback on their performance in comparison to what was expected of them and facilitating workforce planning.
2. Identifying employees' training needs and facilitating the design of training programs.

3. Assisting in measuring productive efficiency and developing plans to enhance employees' performance and improve their productivity.
4. Helping managers understand employees' capabilities in managing them and how to use them more effectively in the future.
5. Encouraging competition among employees, departments, and divisions.
6. Streamlining policies on salaries, incentives, and transfers.
7. Providing appropriate documentation for administrative decisions and the reasons underlying them.(Masomi, 2021).

2.2.8 The Problems of Job Performance Evaluation

Several problems can arise with job performance evaluation, including:

1. Subjectivity: evaluations can be subjective and influenced by personal biases and opinions, which can lead to unfair evaluations.
2. Lack of standardization: different evaluators may use different criteria and methods to evaluate performance, which can lead to inconsistencies in evaluations.
3. Halo and horns effects: The halo effect refers to when an evaluator rates an employee highly in all areas based on exceptional performance in one area, while the horns effect refers to the opposite when an evaluator rates an employee poorly in all areas based on poor performance in one area.
4. Inadequate feedback: feedback given to employees may not be specific or constructive enough to help them improve their performance.
5. Time constraints: evaluators may not have enough time to conduct thorough evaluations, leading to incomplete or inaccurate assessments.
6. Resistance to change: employees may resist performance evaluations if they perceive them as threatening or unfair.
7. Legal issues: evaluations may be challenged legally if they are not conducted fairly or if they are used to discriminate against employees based on protected characteristics such as race, gender, or age. (Alsmadi, 2018).

2.2.9 The Parties Responsible for Job Performance Evaluation

The parties responsible for job performance evaluation depend on the size and quality of the institution or company in which job performance is evaluated. However, the parties that typically participate in the job performance evaluation process include:

1. Direct manager: who is primarily responsible for evaluating employee performance and setting the job objectives and standards that need to be achieved?
2. Employee: plays an important role in the job performance evaluation process by providing information about their performance and contributing to setting job objectives.
3. Team: the work team can assist in the job performance evaluation process by providing feedback and comments on the employee's performance.
4. Human resources department: the human resources department can assist in guiding the job performance evaluation process and providing the necessary resources to achieve this.
5. Executive management: executive management can help determine the basic job objectives and standards and prioritize job performance evaluation in the institution or company.(Iqbal, 2018)

2.2.10 The Conclusion of Section 2

In conclusion, we have discussed the topic of employee performance, which is of paramount importance in any organization. Achieving excellent job performance contributes to the attainment of organizational goals and overall success. Monitoring and evaluating job performance serve as powerful tools to enhance performance and develop employees' capabilities.

Good job performance provides numerous benefits for both the organization and employees alike. Among these benefits, effective job performance includes increased productivity and efficiency in work processes, as well as enhancing the quality of

products and services offered. It also contributes to improving the organization's reputation and building strong relationships with customers and partners.

Furthermore, good job performance promotes employee satisfaction and motivation, as they feel recognized and appreciated when achieving outstanding results in their work. This leads to increased motivation and commitment to work, ultimately improving employee satisfaction and continuity within the organization.

Section No .3 Palestine Polytechnic University

Palestine Polytechnic University, also known as PPU, is a public university located in Hebron, Palestine. Here are some key facts and information about the university:

2.3.1 The Establishment and Development of Polytechnic Palestine University

Polytechnic Palestine University was established in 2006 as an academic institution located in the city of Hebron, Palestine. The university was founded to provide excellent higher education in the fields of technology, engineering, management, and applied sciences and to develop human and technological capacities in Palestine. Polytechnic Palestine University is considered one of the newest universities in Palestine, but it has quickly succeeded in developing itself and building a strong reputation as a high-quality academic institution. The curricula have been designed to align with the requirements of the job market and the needs of the local and regional community, ensuring ample employment opportunities for graduates, and the university offers a variety of majors, including civil engineering, electrical engineering, mechanical engineering, information technology, computer science, business administration, graphic design, communications, and media. The university also provides diverse study programs in the fields of medical and health sciences, life sciences, and the environment. Over the years, Polytechnic Palestine University has witnessed significant growth in expanding its student base and developing its infrastructure. The campus has been expanded, and modern facilities such as well-equipped scientific laboratories and extensive libraries with diverse academic resources and references have been established. Furthermore, advanced technology has been provided to enhance the learning environment and support academic research.

2.3.2 Palestine Polytechnic University houses important colleges and disciplines

Palestine Polytechnic University houses several important colleges and disciplines that meet the needs of the job market and contribute to economic and social development in Palestine. Among the well-known colleges and major disciplines that offer exceptional education are:

1. College of Engineering: It encompasses diverse engineering specializations such as civil engineering, electrical engineering, and mechanical engineering. The engineering programs at the university stand out for their modern curricula and well-equipped laboratories that allow students to apply theoretical concepts to practical work.
2. College of Information Technology and Computer Science: It offers specializations in the field of information technology and computer science, aiming to equip students with the skills needed to work in the growing IT industry. A stimulating learning environment and a comprehensive curriculum covering areas such as programming, database management, information security, and web application development are provided.
3. College of Business and Applied Sciences: It provides programs in business administration, marketing, accounting, project management, and applied sciences. This college distinguishes itself with modern educational curricula that focus on developing students' managerial, leadership, and practical skills.
4. College of Health Sciences and Medicine: It includes disciplines in medical laboratory sciences, nursing, physical therapy, pharmacy, and nutrition. This college is known for its commitment to producing highly skilled healthcare professionals through comprehensive academic programs and practical training.

These colleges and disciplines at Palestine Polytechnic University contribute significantly to the educational landscape in Palestine by preparing students for successful careers and meeting the demands of the evolving job market.

In addition to the aforementioned colleges and disciplines, Palestine Polytechnic University offers a wide range of programs and specializations in various fields. The university aims to develop students' capabilities and empower them to achieve their professional and academic aspirations.

2.3.3 The Key Features of Palestine Polytechnic University

High-Quality Education: The university is committed to providing an excellent education that meets international academic standards. The curricula are carefully designed to meet the needs of the job market and industry requirements.

1. Advanced Infrastructure: The university boasts modern facilities equipped with state-of-the-art technologies, including advanced scientific laboratories and extensive libraries with diverse knowledge resources. This creates a suitable learning environment for students and faculty members.
2. Career Guidance and Practical Training: The university provides opportunities for students to benefit from training and practical application programs, including workshops and on-the-job training. This helps in developing their skills and enhancing their prospects in the job market.
3. Focus on Scientific Research: The university encourages scientific research and promotes research activities among faculty members and students. It provides support and resources for the development of research projects and initiatives.

These innovative and advanced educational programs at Palestine Polytechnic University offer opportunities for students to acquire knowledge and practical skills in the field of healthcare. With its commitment to high-quality education, state-of-the-art infrastructure, career guidance, practical training, and emphasis on scientific research, the university ensures that students are well-prepared for their future endeavors and contribute to the social and economic development of Palestine.

Scientific research and publishing results in prestigious scientific journals are encouraged at Palestine Polytechnic University. Students are motivated to participate in

research and innovation projects, which enhances their research and innovative capabilities.

1. Community Engagement: Palestine Polytechnic University builds strong partnerships with local and regional institutions and companies, aiming to develop educational and training programs that align with the needs of the community and various economic sectors.
2. Diversity and Equality: Palestine Polytechnic University values diversity and equality and strives to provide fair and equal educational opportunities for all, regardless of gender, religion, or cultural background.

In summary, Palestine Polytechnic University is an advanced educational institution that aims to provide high-quality education and develop human and technological capabilities in Palestine. The university offers diverse programs in various disciplines, possesses modern infrastructure, focuses on scientific research, and engages with the community. This makes it an ideal choice for students seeking excellent education and the development of their practical skills. (https://www.ppu.edu/).

Section 4. Previous Studies

In this section, an effort will be made to elucidate the primary studies that are closely intertwined with the variables under scrutiny. The primary objective is to ascertain prior scholarly contributions about the subject matter of the present study while emphasizing the distinguishing factors that set it apart from the preceding research endeavor.

2.4.1 Local studies

⇒ The study titled "The Reality of Electronic Human Resources Management in Palestinian Universities from the Perspective of the Staff in IT Centers", Sammy S. Abu Naser & Others, Al-Azhar University, Gaza, Palestine, 2017.

The objective of this study was to assess the current state of electronic human resources management (E-HRM) in Palestinian universities, focusing on the perspective of staff members in IT centers. The study included a population of 35 employees working in information technology centers, and all 35 employees were selected as the sample for

the study. The response rate was 84.31%. The researchers utilized a questionnaire as the primary research tool and employed an analytical-descriptive approach to achieve the study's objectives. Data analysis was performed using the SPSS program. The study's findings revealed that the importance of E-HRM and the support of senior management were clearly recognized and significantly contributed to the transition towards electronicmanagement, specifically E-HRM. Based on the results, the study put forward several recommendations to enhance E-HRM functions and activities in Palestinian universities.

⇒ Master Study titled "The practices of electronic human resources management (E-HRM) and their role in improving organizational performance: an applied study at the University of Palestine", by Iman Al-Shawwa, Gaza, Palestine, 2022.

The main objective of the study was to explore the impact of electronic human resource management practices on enhancing organizational performance at Palestine University. Using a descriptive-analytical approach, the study aimed to analyze and interpret the relationship between the study variables and their respective dimensions. To collect data, a questionnaire was specifically designed and administered to 40 supervisory employees working at Palestine University. The response rate was 60%, with 24 completed questionnaires being retrieved; the study produced several significant findings. Firstly, it revealed a statistically significant correlation between electronic human resource management practices and improved organizational performance at Palestine University. Furthermore, each dimension of electronic human resource management practices, namely electronic recruitment, electronic performance evaluation, and electronic compensation, was found to have a positive influence on enhancing organizational performance within the university. Based on these findings, the study recommended the enhancement and effective implementation of electronic human resource management practices at Palestine University. Additionally, it emphasized the importance of developing appropriate training plans and programs to enhance employee skills and

performance, as these factors are crucial for overall organizational performance improvement.

⇒ The study titled "The Role of Electronic Human Resources Management in Improving the Level of Service Quality at the al-Quds Open University", by Mohamed Abd El-Rahman Abu Al-Jibeen, Palestine,2022.

The purpose of the research is to examine the current state of electronic human resource management at Al-Quds Open University and its impact on enhancing the university's service quality. The research sample included 53 participants, such as HR department managers, department heads, academic staff, and administrative staff. The participants were chosen through a comprehensive survey method.

To accomplish this objective, a descriptive-analytical approach was employed. The study yielded several significant findings, indicating a strong correlation between electronic human resource management and the quality of services offered by Al-Quds Open University. The research recommended the importance of staying up-to-date with technological advancements in human resource management and investing in employee training on utilizing modern HR technologies. Furthermore, it highlighted the significance of providing the necessary resources, including both tangible and software-based assets, for effective human resource management to ensure continuous enhancement.

2.4.2 Arab Studies:

⇒ The study titled "The Effect of Electronic Human Resource Management Practices in Enhancing the Roles of Knowledge Employees: An Applied Study at the Headquarters of the Iraqi Ministry of Health and Environment", Zakaria Hamid Zour, Al-Mustansiriya University, Iraq,2021.

The researcher aims, through the current study, to identify the impact of electronic human resource management practices in the Iraqi Ministry of Health and Environment through the main study axes (e-recruitment, electronic training, and development). An intentional random sample was chosen, consisting of 224 managers and directors

representing the study community. To achieve the hypothesis test, the researcher used descriptive and analytical methods, and the questionnaire was relied on as the main tool for data collection in the study. To achieve this, a main hypothesis was formulated, including four sub-hypotheses, which were tested using the SPSS program, and a set of statistical methods, including electronic performance evaluation and electronic compensation, and their level of contribution to enhancing the roles of knowledge Employees.

The researcher obtained several results, with one of the most significant findings being the implementation of certain electronic human resource management practices by the Iraqi Ministry of Health and Environment. Specifically, the practices of electronic employment and electronic compensation were identified, and this was confirmed through the practical outcomes of the study.

⇒ The study titled "The Effect of Electronic Human Resource Management (E-HRM) on Organizational Effectiveness through Employee's Personal Traits: An Applied Study on an EPC Company", by Mohamed Wahba, Arab Academy for Science, Technology, and Maritime Transport (Aastmt), Egypt, 2021.

The objective of this study was to examine the influence of electronic human resource management (E-HRM) on organizational effectiveness, with employees' traits serving as a mediator. A questionnaire was utilized based on previous research to gather data. The questionnaire consisted of close-ended questions, and respondents were asked to rate their agreement with statements using a 5-Likert scale, which measured the variables of the study: E-HRM (including E-Recruitment and E-Selection, E-Training and E-Development, E-Performance Appraisal, E-Compensation), organizational effectiveness, and employees' traits. A second questionnaire was used to determine the personal traits of each employee. The study focused on employees of an EPC company in Egypt that utilized the Oracle system for HRM. The company had a population size of 740 employees, and 450 questionnaires were randomly distributed within the company. 372 questionnaires were collected and used for statistical analysis.

The results of the statistical analysis confirmed that E-HRM significantly impacts organizational effectiveness. Additionally, the study found that employees' traits mediate the relationship between E-HRM and organizational effectiveness.

⇒ The study titled: "The Impact of E-HRM on Organizational Performance: An Empirical Study", Mahmoud Mohamed Elsawy& Mohamed Ahmed Ali, City University College of Ajman, UAE, 2021.

This research aimed to evaluate the influence of e-Human Resource Management (E-HRM) on the performance of organizations. Six independent variables (E-Recruitment & Selection, E-Learning & Training, E-performance appraisal, E-Communication, E-compensation management, and E-Productivity) were identified through an extensive literature review. A conceptual framework was proposed to assess the impact of E-HRM on organizational performance. Data was collected using a self-structured questionnaire from 241 employees across a diverse range of firms in the United Arab Emirates. The data was then analyzed using SPSS version 22.0. A multiple regression analysis was conducted to predict organizational performance based on the six independent factors. The findings revealed a statistically significant positive relationship between organizational performance and E-HRM indicators.

Based on these results, it is recommended that the United Arab Emirates implement industry-specific standards and automated e-HR processes to enhance productivity and improve organizational performance.

⇒ The study titled: "The Influence of Electronic Human Resource Management on Intention to Leave: An Empirical Study of International NGOs in Jordan, Menahi Mosallam Alqahtani & Others, Jordan, 2023.

The objective of this study was to investigate the influence of electronic human resource management on the intention to leave among employees ofinternational non-governmental organizations (NGOs) operating in the humanitarian sector. The data were collected primarily through self-reported questionnaires using Google Forms, which were distributed to a randomly selected sample of 620 employees. Structural equation

modeling (SEM) was employed to test the hypotheses. The findings revealed a negative association between electronic human resource management and the intention to leave. Additionally, the study highlighted that E-performance evaluation had the strongest impact. Based on these results, the researcher recommends that organizations involve employees in databases that facilitate their engagement with electronic human resource management practices, particularly regarding performance appraisal and its processes.

2.4.3 Foreign Studies

⇒ The study titled:" Electronic Human Resource Management (E-HRM): A New Concept for Digital Age, By Nemanja Berber, University of Novi Sad, Serbia, 2018.

This research aims to shed light on the importance of the concept of electronic Human Resource Management (E-HRM), its key features, benefits, and potential drawbacks, as well as to demonstrate the level of its usage in Serbia. The methodology of the paper includes a theoretical analysis of available literature and data on E-HRM, as well as an empirical analysis of data on E-HRM usage in organizations in Serbia. The analysis was conducted using the Carnet research database in 2015/2016, utilizing the SPSS software. The researchers indicate that E-HRM is an innovative approach that enhances, develops, and facilitates the practice of human resources management for HR departments, managers, and employees. The E-HRM system offers a range of advantages, Data analysis reveals that the utilization of the E-HRM system in Serbia is still limited and requires further development and adoption, the study emphasizes that E-HRM is a significant advancement in the field of human resources management.

⇒ The study titled:" Impact of Electronic Human Resource Management on Employee Job Performance in Multinational Entities in Colombo District", Karunarathna, T. D. &Nanayakkara, N. W. O. K. D. S. P., Sri Lanka. University of Kelaniya, 2020.

The main objective of this study is to examine the impact of electronic human resource management on employee job performance, specifically focusing on Multi-National Entities in Colombo District, Sri Lanka. The study adopts an exploratory cross-sectional design, and data is collected through a self-completion questionnaire. The sample size

consists of 152 participants, selected using a simple random sampling method. To achieve the study's objectives, various analytical techniques such as factor analysis, frequency distribution analysis, correlation analysis, and regression analysis are employed. The findings of this study indicate that electronic human resource management plays a critical role in influencing the job performance of employees in multinational entities. Furthermore, a positive relationship between electronic human resource management and employee job performance is observed. In conclusion, to enhance competitiveness in the market and achieve organizational productivity, it is recommended that organizations implement effective electronic human resource management practices, as this will also help attract top talent to the organization.

⇒ The study titled: "The Impact of E-HRM Usage on HRM Effectiveness", Yaser M. Al-Harazneh, Near East University, Nicosia, Turkey, Near East University, Nicosia, Turkey,2021.

This study investigated the impact of electronic human resource management (E-HRM) implementation on the effectiveness of the HRM system. The framework of this study was guided by three theories: the unified theory of acceptance and use of technology, the social exchange theory, and the leader-member exchange theory. Covariance-based structural equation modeling was used to test the proposed model and hypotheses. The sample consisted of 282 responses from the employees of two telecommunications companies in Jordan. The research findings suggest that performance expectancy had a significant positive effect on behavioral intention to use an E-HRM system, whereas effort expectancy did not. Facilitating conditions had a positive significant impact on E-HRM system usage. Top management support and the HRM role of line managers positively affected behavioral intention to use E-HRM and actual usage of E-HRM, whereas the effect of HR professionals on E-HRM usage was negative. Finally, the actual usage of E-HRM had a significant impact on HRM system effectiveness.

⇒ The study titled "Human resource management (HRM) in the performance measurement and management (PMM) domain", University of Padua, Padua, Italy Alberto Sardi Department of Management, University of Turin, Turin, Italy, and Sai Sudhakar Nudurupati School of International Business, Gandhi Institute of Technology and Management, Visakhapatnam, India,2021.

This study conducts a comprehensive literature review on HRM in the domain of performance measurement and management.

Using a Bibliometric approach, the paper reviews 1,252 articles to identify prevailing research trends and the conceptual structure of HRM in performance measurement and management. The findings reveal a significant increase in publications and the emergence of four key themes related to HRM in performance measurement and management. Additionally, the study emphasizes the transition from static to dynamic performance measurement and management systems within organizations, which aligns better with current and future contexts.

Practical implications of the study underscore the importance of treating these identified themes as strategic organizational assets and further enhancing the strategic dimension of HRM practices by leveraging project management and information systems, the study's originality lies in surpassing the conventional focus on performance appraisal within HRM studies, and it assumes the challenge of connecting two distinct research fields: human resource management and performance measurement and management.

⇒ The study titled "The Role of Electronic Human Resource Management (E-HRM) and Career Planning on the Performance of Bank Employees in South Tangerang", Hamsinah, a Universities Pamulang, Indonesia, 2022.

The objective of this study is to examine the impact of electronic human resource management (E-HRM) on bank employees' performance and analyze the influence of career planning on employee performance within the banking sector. A quantitative approach was employed, utilizing a survey method. The study population consisted of all bank employees, with a sample size of 300 individuals selected through simple

random sampling. Structural Equation Modeling (SEM) with the PLS program was used to test the hypotheses. Data for the research was collected through the distribution of online questionnaires. The findings reveal a direct positive relationship between E-HRM and bank employees' performance, as well as a direct positive influence of career planning on employee performance. Based on the research findings, it is recommended that bank management establish clear career plans for employees to enhance their enthusiasm, job satisfaction, and overall performance. Furthermore, the implementation of E-HRM is encouraged as a means to improve employee performance.

⇒ The study titled "Impact of E-HRM system on employee performance", By TheppithakKaewkhamnuan, Thammasat University, Thailand, 2022.

This study aimed to explore the utilization of an electronic Human Resource Management (E-HRM) system by employees and examine its impact on employee performance. The research model was crafted by incorporating theoretical frameworks derived from the Information Systems Success Model (IS success model) and the Expectation-Confirmation Model (ECM). 350 participants, comprising both current and former employees aged 20 and above, provided data through a questionnaire-based survey, the collected data were analyzed using confirmatory factor analysis and structural equation modeling (SEM). The findings revealed that system quality and perceived usefulness had a positive impact on user satisfaction. Furthermore, there was a positive association between confirmation of expectations and perceived usefulness. Additionally, service quality and user satisfaction emerged as predictors of E-HRM system usage, while information quality strongly influenced user satisfaction and E-HRM system usage. Finally, the study demonstrated that E-HRM system usage significantly influenced employee performance. These findings can assist organizations in gaining a better understanding of the specific functions, features, and modules that are most frequently utilized by E-HRM system users.

⇒ The study titled “Realizing employee and organizational performance gains through electronic human resource management use in developing countries", Musa Nyathi, Ray Kekwaletswe, African Journal of Economic and Management Studies, ISSN: 2040-0705, February 2023.

The objective of this paper is to put forth and examine a model that aims to achieve improvements in employee and organizational performance in developing economies. Data was gathered by surveying 35 organizations that utilized electronic human resource management (E-HRM) systems. A purposive sampling technique was employed for participant selection. The collected data were then analyzed using regression analysis with the assistance of the Process macro in the Statistical Package for the Social Sciences (SPSS). The results show thatalthough electronic human resource management (E-HRM) usage is still relatively new in African countries, it has been found to have a positive impact on both employee and organizational performance. Moreover, the overall gains for organizations are further amplified through the mediation of employee performance. The utilization of electronic human resource management (E-HRM), in conjunction with effective human resource best practices that positively influence individual performance, is expected to enhance organizational performance gains. Furthermore, the mediation effect of employee performance is likely to further strengthen the impact of E-HRM usage on organizational performance.

2.4.4 Comparison between Current Study and Previous Studies

Multiple previous studies have been reviewed and summarized in this study, addressing the role of information technology in organizing human resources functions in general in various public, private, and academic institutions.

The scientific gap has been identified by addressing the impact of electronic human resource management on the job performance of employees at Palestine Polytechnic University specifically.

The study provided a comprehensive explanation of the differences between the current study and the most important previous studies, highlighting points of similarity and

difference in terms of variables, objectives, study population, methodology used, and results. This was illustrated through the following:

The current study aligns with the studies conducted by Abu Naser (2017), Al-Shawa (2022), Al-Zoor (2021), Al-Eisaawi (2021), Badr (2018), Al-Harazneh (2021), and Selatan (2018) in terms of the independent variable, which is electronic human resource management (e-HRM). It also agrees with them in terms of using the descriptive-analytical methodology. However, the difference lies in the dependent variable, where Abu Naser's study (2017) focused on organizational performance, Al-Shawa's (2021) on organizational performance, Al-Zoor's (2021) on roles of knowledge workers, Al-Eisaawi's on organizational performance, Badr's on job performance, Al-Harazneh's on job performance, and Selatan's on career planning.

Regarding the objectives, the current study aims to investigate the impact of e-HRM on job performance. However, the objectives differed; Abu Naser (2017) aimed to understand the impact of e-HRM on organizational performance, focusing on Al-Azhar University as the study population. Al-Shawa's objective was to determine the effect of these electronic systems on organizational performance, Al-Zoor aimed to understand the reality of these systems on roles of knowledge workers, Al-Eisaawi and Badr aimed to understand the impact of HRM systems on organizational performance, Al-Harazneh aimed to discover the effect of these systems on job performance, and Selatan aimed to investigate their impact on career planning.

The study populations varied; Abu Naser focused on the academic community at Al-Azhar University, Al-Shawa on Palestine University, Al-Zoor on the Iraqi Ministry of Health, Al-Eisaawi on diverse companies in the UAE, Badr on international non-governmental organizations operating in the humanitarian sector. Hence, the study populations diversified between the public and private sectors, while the current study focused on the community of Palestine Polytechnic University in Hebron.

Based on this, the researcher identified the scientific gap that the study will cover, which is studying the impact of e-HRM systems at Palestine Polytechnic University in Hebron.

After we reviewed the agreement and disagreement of previous studies related to the subject of the study with the current study, it became clear that there are different viewpoints of researchers, both according to their perceptions and inclinations, but they agree on the importance of the role of electronic human resources management practices in achieving job performance and institutional performance. What distinguishes this study from previous studies is that most previous studies touched on one or more elements of human resources practices, but the current study examined electronic human resources management with job performance and also focused on Employees in universities. Previous studies benefited from identifying issues related to electronic human resources management practices and job performance and devising research questions and tools.

Chapter 3 (Study Methodology and Procedures)

3.1 Introduction

This chapter is devoted to delineating and elucidating the study's methodology, including the reasons for selecting a descriptive-analytical approach. The present methodology is deemed appropriate for investigating the issue at hand, which refers to the impact of electronic human resource management on the job performance of employees in universities located in Palestine.

By following the steps and stages of the descriptive-analytical approach in this study, the study questions were answered and the desired objectives were achieved. The validity of the hypotheses was also ensured. Additionally, this chapter provides a detailed description of the study population and sample, which consists of employees at Palestine Polytechnic University. The instrument used in the study, a questionnaire designed to achieve the study's objectives and ensure its validity and reliability, is also presented. Furthermore, the procedures followed in implementing the study are described in this chapter.

3.2 Methodology of the Study

This study will use the descriptive-analytical methodology, which is descriptive and analytical. It focuses on electronic human resource management and its impact on the performance and satisfaction of employees in Palestinian universities. It also examines its ability to enhance its efficiency, improve its work, and simulate the reality and future developments in the Palestinian business environment. The study aims to classify and record the data and facts that will be collected, interpret and analyze them comprehensively, and then extract meanings capable of describing the problem of the study with the necessary accuracy.

Finally, it will provide recommendations for developing those systems to enhance employee efficiency and increase their confidence in electronic human resource management applications.

3.3 Study Community

The employees at Palestine Polytechnic University, at various administrative levels in the organizational structure.

Based on field visits and interviews conducted with the university's Human Resources Manager, it was ascertained that the institution employs a total of (322 academics). These academics are categorized as follows: (80) with a doctorate, (62) with a master's degree, (51) with a bachelor's degree in applied professions, (64) lab supervisors, (23) lab technicians, and (42) academics with administrative duties.

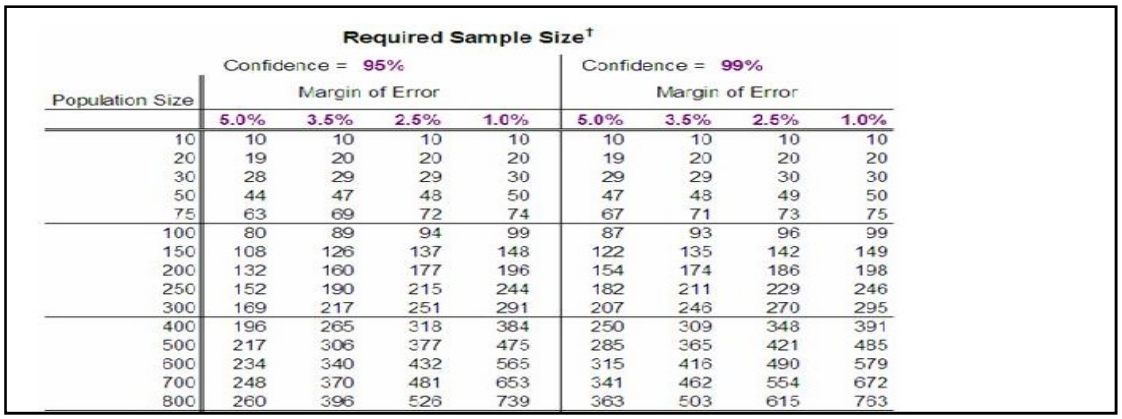
There are 158 administrative staff members.

The total number of individuals in the community is 480.

3.4 Study Sample

A stratified homogeneous sample of individuals from the study community was taken, with equal proportions based on the number of individuals in each department of the university and also with equal proportions for the administrative structure within it. This sample comprises 217 employees at the university, representing 45% of the study community. It includes individuals from all administrative levels. This is because all employees at various administrative levels are managed within an electronic human resource management system. The number of individuals in the sample was determined according to Morgan's table for determining sample size from the study community. (Study Consultancy and Statistical Analysis website, 2022).

Table (3.1) commonly known as Morgan's table for determining the sample size of the study



Required Sample Size†

Population Size	Confidence = 95% Margin of Error				Confidence = 99% Margin of Error			
	5.0%	3.5%	2.5%	1.0%	5.0%	3.5%	2.5%	1.0%
10	10	10	10	10	10	10	10	10
20	19	20	20	20	19	20	20	20
30	28	29	29	30	29	29	30	30
50	44	47	48	50	47	48	49	50
75	63	69	72	74	67	71	73	75
100	80	89	94	99	87	93	96	99
150	108	126	137	148	122	135	142	149
200	132	160	177	196	154	174	186	198
250	152	190	215	244	182	211	229	246
300	169	217	251	291	207	246	270	295
400	196	265	318	384	250	309	348	391
500	217	306	377	475	285	365	421	485
600	234	340	432	565	315	416	490	579
700	248	370	481	653	341	462	554	672
800	260	396	526	739	363	503	615	763

To calculate the percentage for each category in the sample, we find the percentage of each category from the total number of individuals in the sample, which amounted to 480 individuals by the next way:

“With a doctorate,” 80 = (80/480) * 100% = 16.7%.

“With a master's degree”, 62 = (62/480) * 100% = 13%.

“With a bachelor's degree in applied professions” 51 = (51/480) * 100% = 10.6%.

“Lab supervisors: “64 = (64/480) * 100% = 13.4%.

“Lab technicians = 23 = (23/480) * 100% = 4.7%.

“Academics with administrative duties” 42 = (42/480) * 100% = 8.7%.

“Administrative staff members: “158 = (158/480) * 100% = 32.9.

To calculate the number of individuals in each category of the selected sample, which consists of 217 employees according to Morgan's table, we calculated these proportions using the following method:

“With a doctorate” =217* 0.167 = 36 employees.

“With a master's degree" = 217 * 0.13 = 28 employee.

With a bachelor's degree in applied professions" = 217 * 0.106 = 23 employees.

“Lab supervisors”=217*0.134=29employees.

“Lab technicians”=217*0.047=10employees.

“Academics with administrative duties” =217* 0.087 = 19 employees.

“Administrative staff members “=217* 0.329 = 72 employees.

Description of sample Demographic variables: Gender, Age, Educational Qualification, Years of Experience, Job Title, and College.

Table (3.2) Distribution of Study Sample by Demographic Variables

Variable	Variable Level	Number	Percentage
Gender	Male	143	65.9%
	Female	74	34.1%
Age	Less than 30 years	35	%16.1
	30 to 44 years	97	%44.7
	45 years and above	85	%39.2
Educational Qualification	General Secondary Education or lower	0	%0
	Diploma	7	%3.2
	Bachelor's Degree	89	%41.0
	Master's Degree	53	%24.4
	Doctorate	68	%31.3
Years of Experience	Less than 5 years	35	%16.1
	5 to 9 years	38	%17.5
	10 years and above	144	%66.4
Job Title	Academic	110	%50.7
	Administrative	75	%34.6
	Academic with Administrative Duties	32	%14.7
College	Postgraduate Studies	9	%4.1
	Dual Studies	11	%5.15
	Medicine	22	%10.1
	Engineering	38	%17.5
	Information Technology and Computer Science	8	%3.7
	Administration Sciences	43	%19.8
	Applied Sciences	26	%12.0
	Applied Professions	19	%8.8
	Humanities	30	%13.8
	Nursing	11	%5.1

3.5 Study Tool Components

The study tool for this study was designed based on two main frameworks:

The First Framework: Relates to demographic data and includes psychometric variables associated with the characteristics of the study participants. This section encompasses the following variables: gender, age, educational qualification, years of experience, job title, and college.

The Second Framework: Contains the targeted dimensions that give rise to the dimensions of the variables under study. This section includes both the independent and dependent variables. The independent variable was represented in a set of dimensions consisting of (30) items distributed across five dimensions. As for the second axis, it represents the dependent variable related to "job performance" and consists of (13) items.

Table (3.3) illustrates the distribution of questions related to dimensions and axes within the current study tool.

Table (3.3): Paragraphs Distributed Across Dimensions and Axes Forming the Study Variables under Investigation

Variable	Dimension	Number of Items
Electronic Human Resources Management	Electronic Recruitment and Selection	10
	Electronic Training	5
	Electronic Evaluation	5
	Electronic Communications	5
	Electronic Compensation	5
Job Performance		13
Number of Items		43

3.6 Data Quality, Or Validity and Reliability

1. Face validity testing of questionnaire items: this was conducted by presenting the final version of the questionnaire to a group of experienced experts in the field of scientific study. They provided their opinions on the items, known as "apparent validity" or "expert validity."

Pretest: After preparing the questionnaire, its clarity and accuracy were tested before the final administration of the selected sample from the study population. A preliminary test of the questionnaire was conducted on a random sample of employees at Palestine Polytechnic University, consisting of (44) participants, representatives (20%) of the total selected sample from the study population. Consequently, some questions and alternatives were deleted and added, ambiguous points were clarified, redundant questions were eliminated in an alternative manner, optional alternatives were added, and some questions were rephrased to match the abilities and level of understanding of the surveyed employees. This ensured that the questionnaire could be answered quickly and accurately.

Reliability Testing: This involved administering the complete questionnaire to the selected study sample from the study population, consisting of (217) questionnaires. A total of (217) questionnairewas retrieved, representing a response rate of (%100), and they were statistically analyzed.

3. The validity of the internal consistency for the Electronic Human Resources Management dimension:The researcher employed the Pearson correlation coefficient to calculate the validity of the internal consistency between each item and the dimension to which the item belongs. The following table illustrates this:

Table (3.4): Internal Consistency for the Electronic Human Resources Management Dimension

Dimension	Item	Correlation coefficient	Significance level	Dimension	Item	Correlation coefficient	Significance level
Electronic Recruitment and Selection	**Item 1**	0.813	0.000	**Electronic Evaluation**	**Item 16**	0.597	0.000
	Item 2	0.825	0.000		**Item 17**	0.496	0.000
	Item 3	0.821	0.000		**Item 18**	0.639	0.000
	Item 4	0.615	0.000		**Item 19**	0.743	0.000
	Item 5	0.605	0.000		**Item 20**	0.692	0.000
	Item 6	0.516	0.000	**Electronic Communications**	**Item 21**	0.832	0.000
	Item 7	0.828	0.000		**Item 22**	0.782	0.000
	Item 8	0.784	0.000		**Item 23**	0.850	0.000
	Item 9	0.528	0.000		**Item 24**	0.621	0.000
	Item 10	0.683	0.000		**Item 25**	0.821	0.000
Electronic Training	**Item 11**	0.814	0.000	**Electronic Compensation**	**Item 26**	0.597	0.000
	Item 12	0.788	0.000		**Item 27**	0.496	0.000
	Item 13	0.758	0.000		**Item 28**	0.639	0.000
	Item 14	0.625	0.000		**Item 29**	0.743	0.000
	Item 15	0.813	0.000		**Item 30**	0.692	0.000

Table number (3.4) demonstrates that the correlation coefficient between each item of the first dimension "Electronic Human Resources Management" and the total score of the dimension. The coefficients displayed are statistically significant at a significance level of ($\alpha \leq 0.05$). Thus, the dimension is considered valid for measurement.

3.7 Internal Consistency for the Job Performance Dimension:

The researcher employed the Pearson correlation coefficient to calculate the validity of the internal consistency between each item and the dimension to which the item belongs. The following table illustrates this:

Table (3.5): Internal Consistency for the Job Performance Dimension

Item	Correlation coefficient	Significance level	Item	Correlation coefficient	Significance level
Item 1	0.453	0.000	**Item 8**	0.592	0.000
Item 2	0.517	0.000	**Item 9**	0.740	0.000
Item 3	0.802	0.000	**Item 10**	0.581	0.000
Item 4	0.750	0.000	**Item 11**	0.856	0.000
Item 5	0.767	0.000	**Item 12**	0.718	0.000
Item 6	0.821	0.000	**Item 13**	0.410	0.000
Item 7	0.780	0.000			

Table number (3.5) illustrates that the correlation coefficient between each item of the second dimension "Job Performance" and the total score of the dimension. The coefficients displayed are statistically significant at a significance level of ($\alpha \leq 0.05$). Thus, the dimension is considered valid for measurement.

3.8 Study Tool Reliability

The researcher relied on Cronbach's alpha method as one of the measures used to assess the reliability of study tools. This method was designed by Cronbach'sto achieving an accurate measure of tool reliability. This measure is particularly suitable when using the Likert scale. The value of this coefficient ranges between 0 and 1, and the closer it is to one, the higher the reliability of the used tool, indicating increased scale homogeneity. (Zare, 2021).

Split-half reliability is one of the methods used to divide items into two halves: the first half includes odd-numbered questions and the second half includes even-numbered questions. Then, the relationship between these two halves is measured through a study (Fery, 2018). Subsequently, the tool is adjusted using the Spearman-Brown equation. The reliability coefficient was measured for the Electronic Human Resources Management dimension, in addition to measuring the reliability coefficient for the Job Performance dimension.

The study verified the questionnaire's reliability through Cronbach's alpha coefficient and split-half reliability. The results are presented in Table (3.6)

Table (3.6): Reliability of the Study Tool

Dimension	Number of Items	Cronbach's Alpha Coefficient	Spilt-Half
Electronic Recruitment and Selection	10	0.836	0.827
Electronic Training	5	0.780	0.736
Electronic Evaluation	5	0.831	0.812
Electronic Communications	5	0.895	0.856
Electronic Compensation	5	0.857	0.833
Field: Electronic Human Resources Management	30	0.952	0.936
Field: Job Performance	13	0.914	0.902
All Dimensions	**43**	**0.966**	**0.942**

The results presented in Table (3.6) reveal that the values of Cronbach's alpha coefficient are high for all dimensions related to Electronic Human Resources Management, ranging from (0.780 to 0.895). The Cronbach's alpha coefficient value for the Electronic Human Resources Management dimension reached (0.952), indicating high and statistically significant reliability. The results also show high values using the split-half reliability method for all dimensions related to Electronic Human Resources Management, ranging from (0.736 to 0.856). The split-half reliability coefficient for the Electronic Human Resources Management dimension was (0.936), indicating high and statistically significant reliability.

Furthermore, the results indicate that Cronbach's alpha coefficient value for the Job Performance dimension is (0.914), indicating high and statistically significant reliability. Additionally, the split-half reliability coefficient value for the Job Performance dimension is (0.902), also indicating high and statistically significant reliability.

The results also demonstrate that Cronbach's alpha coefficient value for all study dimensions is (0.966), indicating high and statistically significant reliability.

Thus, the questionnaire in its final form as presented in Appendix (1) is ready for distribution. The researcher has ensured the validity and reliability of the study's questionnaire, instilling full confidence in its accuracy and suitability for analyzing the results and testing the study's hypotheses.

3.9 Steps to Apply the Study

Firstly: Data Collection from Secondary Sources:Data collection from secondary sources involved conducting a comprehensive review of relevant literature, including the questionnaire of previous studies, journals, conferences, university libraries, and the Human Resources Department at Palestine Polytechnic University, it also involved referring to reputable websites that publish study and studies on topics related to the use of electronic management systems in human resource functions. The purpose of this data collection was to ensure that the study problem has not been extensively addressed in previous studies. It also involved summarizing those previous studies and providing a critical summary that highlights the study gap addressed by the current study and the knowledge contribution it offers. This was achieved by providing a comprehensive explanation of electronic human resource management systems and their impact on the job performance of employees at Palestine Polytechnic University.

Secondly: Data Collection from Primary Sources (Field Study)

The questionnaire was used as a tool to gather information because it allows for explicit and unrestricted answers to questions. It enables participants to choose the appropriate time and place to complete the questionnaire. Additionally, through the questionnaire, a vast amount of information can be collected from multiple individuals within a specified timeframe. The questionnaire was administered electronically, and closed-ended questions were selected as the method for answering the questionnaire questions. This was done to obtain practical and standardized information. Furthermore, closed-ended questions facilitated ease and speed of response, eliminating the need for deep thinking or significant effort. They also facilitated easy data collection, interpretation, and reaching specific results.

3.10 Study Variables

Demographic variables: Gender, Age, Educational Qualification, Years of Experience, Job Title, and College.

The independent variable: Is electronic human resource managementand it is made up of several major components, including E-Recruitment & E-Selection, E-Training, E-Performance Evaluation, E-Communications, and E-Compensation.

The dependent variable: Is job performance.

3.11 The Statistical Methods Used

1. Percentages and Frequencies: These were utilized to describe the study sample.
2. Mean, Weighted Mean, and Standard Deviation: These statistical measures were employed.
3. Cronbach's Alpha: This test was used to assess the reliability of the questionnaire items.
4. Pearson Correlation Coefficient: This test was used to measure the degree of correlation between variables. The researcher used it to calculate internal consistency, construct validity, and examine the relationship between different domains.
5. Simple Linear Regression Model: The researcher employed this model to measure the impact of the independent variable on the dependent variable in the study.

3.12 The Scale Used in The Study Tool

To determine the scale interval in the decimal scale of the study, the range between the scale grades (5-1=4) was calculated and then divided by the highest value on the scale to obtain the scale interval. The Likert five-point scale was employed in constructing the study tool, where the grade "1" was chosen for strongly disagree, and the grade "5" for strongly agree, with other grades corresponding to the various choices and responses

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Table (3.7): The Adopted Criterion in the Study

Arithmetic Mean	Relative Weight	Degree of Agreement
From1.00 - 1.80	From 20% to 36%	Strongly Disagree
Greater than 1.80 to 2.60	Greater than 36% to 52%	Disagree
Greater than 2.60 to 3.40	Greater than 52% to 68%	Neutral
Greater than 3.40 to 4.20	Greater than 68% to 84%	Agree
Greater than 4.20 to 5.00	Greater than 84% to 100%	Strongly Agree

To interpret the study results and assess the level of response, the researcher relied on arranging the arithmetic means at the domain level of the questionnaire and the item level within each domain, the researcher determined the degree of agreement according to the adopted criterion for the study.

3.13 The Summary of Chapter

In Chapter 3, the methodology of the study and the procedures undertaken to obtain the study's data were explained. The descriptive-analytical method was used, and a questionnaire was employed as the data collection tool. A sample of 217 male and female Employees from the original study community, who were employees of Palestine Polytechnic University, was selected from a population of 480 Employees holding fixed contracts at the university.

The steps for modifying the questionnaire and testing its validity and reliability were clarified. Additionally, the study requirements and participants were described, highlighting the significance of the case under study. The ethical considerations of scientific study adhered to during the preparation of this study were also mentioned.

Chapter 4 (Data Analysis, Hypothesis Testing, and Discussion)

4.1 Introduction

This chapter encompasses the data analysis and hypothesis testing of the study. It addresses the research questions and highlights the questionnaire results obtained through the analysis of its items. Additionally, it examines the respondents' personal and occupational data. The statistical processing of the gathered questionnaire data was conducted using the Statistical Package for the Social Sciences (SPSS) software to present and analyze the study's outcomes in this chapter.

4.2 Analysis of Study Questions and Testing Study Hypotheses

⇒ Analysis of the First Main Question: What is the current status of electronic Human Resource Management used in Palestinian universities, and what is its impact on the job performance of university employees?

To analyze the first main question, the researcher used the mean, standard deviation, and relative weight for each field of study, as illustrated in the following table

Table (4.1):The reality of electronic management of human resources and work performance

No.	Dimension	Arithmetic Mean	Weight (%)	Standard Deviation	Rank	Agreement Score
1	E-Recruitment and Selection	3.55	71.00	0.53	3	Agree
2	E-Training	3.45	69.04	0.60	5	Agree
3	E- Evaluation	3.86	77.24	0.66	2	Agree
4	E-Communications	4.08	81.59	0.59	1	Agree
5	E-Compensation	3.48	69.65	0.63	4	Agree
E Human Resources M.		3.69	73.71	0.52	Agree	
Field: Job Performance		3.70	74.00	0.51	Agree	
All Dimensions		3.69	73.86	0.50	Agree	

Through the previous table, it becomes evident to the researcher that there is a relationship between electronic human resource management and the work performance of employees in Palestinian universities. All fields received high endorsement from

respondents with a relative weight of 73.36%. The fourth dimension, "electronic communication," received the highest response rate and ranked first with a relative weight of 81.59%. Meanwhile, the second dimension, "electronic training," ranked last with a relative weight of 69.04%, albeit with a high level of agreement. The researcher attributes this to the general trend towards using electronic communication, which is characterized by speed, quality of information transfer, the ability to reach a large number of employees simultaneously, and ensuring information confidentiality and security.

Following that, electronic evaluation scored 77.24%, explaining the increase in efficiency and accuracy as electronic systems allow for more precise and specific performance evaluations using defined performance criteria. It also reduces reliance on paper documents and bureaucratic procedures. Furthermore, the use of electronic evaluation data facilitates administrative decision-making, policy development for performance improvement, and skill enhancement.

Next is electronic recruitment and selection with a percentage of 71%, attributed by the researcher to expanding the scope of research and achieving greater transparency in the recruitment and selection process. Data coordination is simplified for universities to better organize and preserve applicant and employee information through electronic data management systems. Additionally, electronic systems reduce bureaucratic errors associated with traditional paper-based management processes, which can be costly and prone to errors.

Following that is electronic incentives and compensation at 69.65%, aiming to increase efficiency and transparency. The electronic system for incentives and compensation simplifies and organizes salary and benefit management processes better, contributing to increased efficiency, improved transparency, error reduction, and decreased human error rates.

Lastly, electronic training received a percentage of 69.04% due to its flexibility and accessibility. Electronic training allows university employees to access educational materials and training courses from anywhere at any time, enabling them to learn skills and knowledge flexibly to suit their schedules. However, it is noteworthy that a broader focus on electronic training is necessary.

⇒ Analysis of Subsidiary Question 1: What is the reality of electronic recruitment and selection for electronic human resource management on the job performance of employees in Palestinian universities?

To analyze Subsidiary Question 1, the researcher utilized the mean, standard deviation, and relative weight for each item under "electronic recruitment and selection," as illustrated in the following table

Table (4.2): The reality of Electronic Recruitment and Selectionon the job performance of employees in Palestinian universities

No.	Item	Arithmetic Mean	Weight (%)	Standard Deviation	Rank	Agreement Score
1	The university administration adopts a clear electronic policy in recruiting academic qualifications.	3.66	73.18	0.89	3	Agree
2	The university administration utilizes electronic means to search for and attract degree holders for employment.	3.41	68.11	0.94	6	Agree
3	The university administration employs suitable electronic methods to appoint innovative individuals within the university.	3.19	63.80	0.92	8	Neutral
4	Applicant data for job positions are stored in an electronic database, which is referenced in the case of new job opportunities.	3.50	70.00	0.97	4	Agree
5	The university employs online platforms to announce job vacancies within the institution.	4.51	90.28	0.52	1	Strongly Agree
6	Employment applications are submitted electronically through the university's online portal.	4.47	89.35	0.60	2	Strongly Agree
7	The university administration relies on an electronic system to screen submitted job applications.	3.49	69.72	0.84	5	Agree
8	The university employs electronic interviews for job applicants.	2.86	57.29	0.79	10	Neutral
9	The university utilizes electronic assessments for job applicants.	3.07	61.40	0.88	9	Neutral
10	The process of electronic recruitment contributes to eliminating the role of intermediaries	3.35	67.04	0.92	7	Neutral

From the previous table, it is evident to the researcher that the first dimension, "electronic recruitment and selection," received a high level of agreement, with a relative weight of 71.0%. The items are as follows:

Item (5), which states "The university uses electronic platforms to advertise vacancies in the university," received the highest relative weight at 90.28%. The researcher attributes this to the importance of electronic means in recruitment processes for their ability to expand reach, provide instant updates, and reduce costs. The university can update vacant positions and their requirements instantly on the website, allowing candidates continuous access to accurate and up-to-date information. Additionally, advertising through electronic platforms can be more cost-effective compared to other methods.

Item (10), which states "The university uses electronic interviews for job applicants," received the lowest relative weight at 57.29%. The researcher attributes this to its relatively lower importance compared to other aspects mentioned in the text. This indicates that the use of electronic interviews for job applicants is considered less important compared to other factors mentioned in the text, perhaps due to other more critical factors in the selection and recruitment process or its less frequent utilization.

Additionally, the university's reliance on electronic interviews for job applicants remains relatively moderate.

⇒ Analysis of Subsidiary Question 2: What is the reality of electronic training for electronic human resource management on the job performance of employees in Palestinian universities?

To analyze Subsidiary Question 2, the researcher used the mean, standard deviation, and relative weight for each item under "electronic training," as illustrated in the following table:

Table (4.3): The realityof electronic training for electronic human resource management on the job performance of employees in Palestinian universities

No.	Item	Arithmetic Mean	Weight (%)	Standard Deviation	Rank	Agreement Score
1	Employees are aware of the importance of electronic training	3.63	72.59	0.88	4	Agree
2	Training needs are electronically identified.	4.01	80.19	0.70	2	Agree
3	The university possesses sufficient technical and administrative capabilities to educate its employees electronically.	3.61	72.23	1.05	5	Agree
4	The university administration encourages electronic scientific conferences	4.04	80.83	0.90	1	Agree
5	Electronic methods are utilized to provide feedback to trainees.	4.00	80.09	0.70	3	Agree

From the previous table, it is evident to the researcher that the second dimension, "electronic training," received a high level of agreement, with a relative weight of 69.04%. The items are as follows:

Item (4), which states "The university encourages electronic scientific conferences," received the highest relative weight at 80.83%. The researcher attributes this to the university's direction towards technological advancement and transition to the digital environment in scientific research. Additionally, electronic scientific conferences are seen as a means to attract attention, increase discussion, highlight the university, and enhance its competitiveness.

Item (2), which states "Training needs are identified electronically," received a percentage of 80.19%. The researcher interprets this as electronically identifying training needs being one of the fundamental bases for developing and improving employee performance and advancing the university. Additionally, relying on electronic learning technologies and platforms to identify training needs is more effective and efficient than traditional methods. Electronic technologies also have a positive impact on the ease of implementing and monitoring this process.

Item (3), which states "The university has sufficient technical and administrative capabilities to electronically educate its employees," received the lowest relative weight at 72.23%. The researcher attributes this to the university's limited capabilities in this area, indicating a need for increased attention to developing this aspect.

⇒ Analysis of Subsidiary Question 3: What is the reality of electronic performance evaluation for electronic human resource management on the job performance of employees in Palestinian universities?

To analyze Subsidiary Question 3, the researcher used the mean, standard deviation, and relative weight for each item under "electronic evaluation," as illustrated in the following table

Table (4.4):The reality of electronic performance evaluation for electronic human resource management on the job performance of employees in Palestinian universities

No.	Item	Arithmetic Mean	Weight (%)	Standard Deviation	Rank	Agreement Score
1	The university possesses electronic programs where employees' daily activities, work schedules, and accomplishments are stored.	3.51	70.19	0.89	3	Agree
2	Employee data is electronically retained for reference at any time.	3.00	60.09	0.93	5	Neutral
3	Employees are encouraged to utilize electronic technologies in evaluations.	3.70	74.07	0.88	2	Agree
4	Electronic assessment contributes to both individual and collective employee performance evaluations.	3.78	75.56	0.73	1	Agree
5	Electronic assessment offers detailed and immediate feedback to employees regarding them.Performance and professional development.	3.31	66.30	0.69	4	Neutral

Based on the table above, it is evident to the researcher that the third dimension, "Electronic Assessment," received an agreement score, with a relative weight of 77.24%. The subsections are as follows:

Item 4, which discusses the contribution of electronic assessment to evaluating employee performance individually and collectively, received the highest relative weight

of 75.56%. This indicates the high level of trust employees have in the electronic individual and collective assessment system. The researcher attributes this to the accuracy of this system in monitoring the actual performance of employees within clear goals, standards, and indicators that make the evaluation process more accurate, transparent, and fair.

On the other hand, item 2, which mentions electronically storing employee data for reference at any time, received the lowest relative weight of 60.09%. The researcher attributes this to the fact that these systems are accessed by specific individuals responsible for the employee evaluation process and assigning specific grades, and not everyone can access these systems. Additionally, data is updated by the HR manager and employees in the HR department.

Overall, these findings indicate a high level of confidence in electronic assessment systems for evaluating employee performance, especially in terms of accuracy and transparency, while also highlighting the controlled access and updating mechanisms of electronic employee data systems

⇒ Analysis of Subsidiary Question 4: What is the reality of electronic communications for electronic human resource management on the job performance of employees in Palestinian universities?

To analyze Subsidiary Question 4, the researcher used the mean, standard deviation, and relative weight for each item under "electronic communications," as illustrated in the following table:

Table (4.5):The reality of electronic communications for electronic human resource management on the job performance of employees in Palestinian universities

No.	Item	Arithmetic Mean	Weight (%)	Standard Deviation	Rank	Agreement Score
1	All modern communication means, including phones, faxes, and the internet, are available at the university.	4.40	88.06	0.50	1	Strongly Agree
2	The use of electronic software contributes to facilitating communication among employees in different departments and sections within the university.	4.12	82.41	0.77	3	Agree
3	The employed electronic programs are distinguished by enabling multiple users to communicate simultaneously.	3.85	76.94	0.80	4	Agree
4	The available electronic programs have the capability for flexible information exchange among system users.	3.84	76.85	0.79	5	Agree
5	Communication tools are accessible to all employees.	4.19	83.80	0.62	2	Agree

From the previous table, it is evident to the researcher that the fourth dimension, "electronic communication," received a high level of agreement, with a relative weight of 81.59%. The items are as follows:

Item (1), which states "All modern communication means such as phones, faxes, and internet network are available in the university," received the highest relative weight at 88.06%. The researcher attributes this to their contribution to enabling administrative and academic operations, improving organizational efficiency and management. Moreover, it helps expand relationships and collaboration with other entities.

Item (4), which states "The available electronic programs have the ability for flexible information exchange among system users," received the lowest relative weight at 76.85%. The researcher attributes this to the advanced and complex nature of these electronic programs. Learning and controlling them may require specific technical skills, which could create a psychological barrier to their effective use. Additionally, there might be a need for guiding and training users on how to use these programs effectively

and how to flexibly exchange information through them. In the absence of sufficient training, the exchange may be less effective.

⇒ Analysis of Subsidiary Question 5: What is the reality of electronic incentives and compensation for electronic human resource management on the job performance of employees in Palestinian universities?

To analyze Subsidiary Question 5, the researcher used the mean, standard deviation, and relative weight for each item under "electronic incentives and compensation," as illustrated in the following table:

Table (4.6):the reality of electronic incentives and compensation for electronic human resource management on the job performance of employees in Palestinian universities

No	Item	Arithmetic Mean	Weight (%)	Standard Deviation	Rank	Agreement Score
1	Electronic human resource management applications aid in collecting, processing, analyzing, and storing incentives and compensation data	4.40	88.06	0.50	1	Strongly Agree
2	Electronic human resource management applications provide access to incentives and compensation data to anyone at any time	4.12	82.41	0.77	3	Agree
3	Electronic human resource management applications assist in achieving fair incentives and compensations within the university.	3.85	76.94	0.80	4	Agree
4	Clear foundations for the distribution of rewards and incentives exist and are reviewed electronically.	3.84	76.85	0.79	5	Agree
5	A system for securing electronic payment processes is in place	4.19	83.80	0.62	2	Agree

Based on the table above, it is evident to the researcher that the fifth dimension, "Electronic Incentives and Compensations," obtained an agreement score, with a relative weight of 69.65%. The subsections are as follows:

Item 1, which discusses the role of electronic human resource management applications in collecting, processing, analyzing, and storing incentive and compensation data, received the highest relative weight of 79.26%. The researcher attributes this process

automation, as electronic human resource management applications contribute to automating many processes related to incentives and compensation. This increases the accuracy and efficiency of data collection, processing, and analysis. Additionally, automation helps reduce human errors in data collection and analysis. These applications also assist in ensuring compliance with policies and regulations related to incentives and compensation, enhancing transparency within the university.

Item 4, which states that there are clear foundations for distributing rewards and incentives that are reviewed electronically, received the lowest relative weight of 59.54%. The researcher attributes this to the lack of clarity in the foundations, as the criteria used for distributing rewards and incentives may not be clear enough, making electronic review challenging. There may be a need to improve and clarify these criteria. Furthermore, there are operational challenges that make it difficult to implement electronic reviews for the rewards distribution process, such as system integration, security, and data protection concerns.

⇒ Analysis of Subsidiary Question 6: What is the reality of job performance for employees in Palestinian universities?

To analyze Subsidiary Question 6, the researcher used the mean, standard deviation, and relative weight for each item under the "job performance" axis, as shown in the following table :

Table (4.7):The reality of job performance for employees in Palestinian universities

No.	Item	Arithmetic Mean	Weight (%)	Standard Deviation	Rank	Agreement Score
1	The university has clear criteria for performance evaluation	3.94	78.70	0.62	3	Agree
2	The university aims to continuously improve employee performance	3.82	76.48	0.69	4	Agree
3	Utilizing modern techniques work leads to an increase in job performance	4.11	82.21	0.57	1	Agree
4	Promotions at the university are based on employees' good job performance	3.63	72.59	0.92	9	Agree
5	Electronic human resource management works to enhance the efficiency of administrative processes	3.74	74.72	0.87	5	Agree
6	Electronic human resource management strives to overcome obstacles that hinder performance levels.	3.71	74.14	0.78	6	Agree
7	Do you believe that electronic human resource management contributes to enhancing employees' performance in the organization?	3.68	73.58	0.75	8	Agree
8	Electronic human resource management helps define clear responsibilities for employees	3.57	71.44	0.61	10	Agree
9	Electronic human resource management speeds up the delivery of instructions to employees	4.08	81.69	0.76	2	Agree
10	Electronic human resource management increases competition among employees to enhance performance efficiency	3.28	65.67	0.68	13	Neutral
11	Electronic human resource management motivates employees and enhances their capacity for achievement	3.40	68.09	0.60	12	Agree
12	The use of electronic human resource management leads to the availability of sufficient work-related information	3.71	74.23	0.79	7	Agree
13	Do you believe that electronic human resource management contributes to increasing employees' willingness to collaborate with their colleagues?	3.44	68.74	0.81	11	Agree

Based on the table above, it is evident that the second axis, "Job Performance," received a high level of agreement, with a relative weight of 74.0%. The items under this axis are as follows:

Item 3: "Using modern technologies at work leads to increased job performance." This item obtained the highest relative weight of 82.21%. The researcher attributes this to the enhancement of efficiency and effectiveness in tasks and job functions through the utilization of modern technologies. Information technology and electronic tools can expedite tasks with higher precision, while also fostering innovation and creativity by providing interactive tools and environments.

Item 10: "Electronic HR management contributes to increasing competition among employees to improve performance." This item received the lowest relative weight of 65.67%. This suggests that the university primarily focuses on other aspects of electronic HR management and perceives them as playing a lesser role in enhancing competition among employees. The university predominantly employs electronic HR management to streamline and improve administrative processes such as payroll management, employee management, and administrative reporting, with less emphasis on fostering competition among employees.

4.3 Testing and Discussion of Study Hypotheses

Primary Hypothesis 1: There exists a statistically significant relationship at a significance level ($\alpha \leq 0.05$) between electronic human resource management and the job performance of employees at Palestinian universities from the perspective of university staff.

To test this hypothesis, the Pearson correlation coefficient was utilized to study the relationship between the "electronic human resource management" domain and the dependent variable "job performance." If the significance level derived from the correlation coefficient results is less than 0.05, it signifies the rejection of the null hypothesis and the acceptance of the alternative hypothesis. This is illustrated in the following table:

Table (4.8): Pearson Correlation Coefficient between Electronic Human Resource Management and Job Performance of Employees

Hypothesis	Correlation Coefficient	Probability Value (Sig)
There is a statistically significant relationship at a significance level ($\alpha \leq 0.05$) between electronic human resource management and job performance of employees at Palestinian universities from the perspective of university staff.	**0.874**	**0.000**

The preceding table illustrates that the Pearson correlation coefficient between the independent variable (electronic human resource management) and the dependent variable (job performance) reached 0.874. Furthermore, the probability value (Sig= 0.000) is smaller than the significance level of 0.05. Consequently, we infer the presence of a statistically significant relationship at a significance level ($\alpha \leq 0.05$) between electronic human resource management and the job performance of employees in Palestinian universities.

The researcher attributes this to the important relationship between electronic human resource management and job performance in these universities.

Secondary Hypothesis 2: There is a statistically significant effect at a significance level ($\alpha \leq 0.05$) of electronic human resource management on the job performance of employees at Palestinian universities from the perspective of university staff.

To test this hypothesis, simple linear regression was employed to study the impact of "electronic human resource management" on the dependent variable "job performance." If the significance level derived from the regression results is less than 0.05, this indicates the rejection of the null hypothesis and the acceptance of the alternative hypothesis. The software program (E-views, 13) was utilized due to its higher accuracy in regression results. This is demonstrated in the following table:

Table (4.9): Simple Linear Regression Analysis for the Impact of Electronic Human Resource Management on Job Performance

Independent Variables	Regression coefficient	Standard Error	T-test value	The p-value Sig
Constant (C)	0.530	0.122	4.35	0.0147
Electronic Human Resource Management (A)	0.860	0.033	26.31	0.0000
Coefficient of Determination = 0.764			Adjusted determination coefficient = 0.763	
The value of the F-test is 692.23			The p-value = 0.0000	
The correlation coefficient = 0.874			Autocorrelation (Durbin-Watson Stat) = 1.913	
Breusch-Godfrey Serial Correlation LM Test= (0.821)			Heteroskedasticity Test: ARCH= (0.891)	

Through the previous table, the researcher can deduce a set of results and comment on them as follows:

The F-value, which measures the model's goodness of fit (692.23), and the p-value (0.000), indicate that the model is statistically significant. This means that the model can be relied upon for analysis and interpretation of results. The correlation coefficient (0.874) indicates a positive and significant relationship between electronic human resource management and job performance. The adjusted determination coefficient (0.763) suggests that 76.3% of the variance in job performance is explained by electronic human resource management, while 23.7% is attributed to other variables not included in the model.

The impact of the independent variable (electronic human resource management) on the dependent variable (job performance) is 0.860. This means that a one-unit increase in the independent variable corresponds to a 0.860 increase in the dependent variable.

The Durbin-Watson statistic suggests no autocorrelation among the residuals. This is further supported by the test value (0.823), which is greater than 0.05, indicating the absence of autocorrelation issues. The ARCH test value (0.892), also greater than 0.05, indicates no problem of heteroscedasticity in the error variances.

The regression equation was formulated as follows: [The equation would be provided here, if mentioned in the original text.]

These observations and analyses collectively suggest that the model is suitable for explaining the relationship between electronic human resource management and job performance:

$$Y = 0.530\,C + 0.823(A)$$

The researcher explains this by the presence of a positive impact between electronic human resource management and the job performance of employees in Palestinian universities, as perceived by the university staff. Electronic technologies help empower employees by providing them with access to their personal and professional information, as well as improving their time management. Furthermore, these technologies facilitate continuous training and development for employees, which can enhance their performance and efficiency.

Sub-Hypothesis 1: There is a statistically significant impact at a significance level ($\alpha \leq 0.05$) of electronic recruitment and selection on the job performance of employees at Palestinian universities from the perspective of university employees.

To test this sub-hypothesis, a simple linear regression was used to study the impact of "electronic recruitment and selection" on the dependent variable "job performance." If the significance level obtained from the regression coefficient results is less than 0.05, it indicates the rejection of the null hypothesis and the acceptance of the alternative hypothesis. The software program (E-views, 13) was employed for its accuracy in regression results. The following table illustrates this:

Table (4.10): Simple Linear Regression Analysis of the Impact of Electronic Recruitment and Selection of Job Performance

Independent Variables	Regression coefficient	Standard Error	T- test value	The p-value Sig
Constant (C)	1.15	0.163	7.90	0.0147
Electronic recruitment and selection (Variable A)	0.717	0.045	15.82	0.0000
Coefficient of determination = 0.539		Adjusted determination coefficient = 0.537		
F-test value = 250.59		The p-value = 0.0000		
Correlation coefficient = 0.734		Autocorrelation (Durbin-Watson Stat) = 0.81		
Breusch-Godfrey Serial Correlation LM Test= (0.28)		Heteroskedasticity Test: ARCH= (0.80)		

From the previous table, the researcher can draw several conclusions and make comments on them as follows:

The F-value, which measures the model's goodness of fit (250.59), and the p-value (0.000), indicate that the model is statistically significant. This means that the model can be relied upon for analysis and interpretation of results. The correlation coefficient (0.734) suggests a positive and significant relationship between electronic recruitment and selection and job performance. The adjusted determination coefficient (0.537) indicates that 53.7% of the variance in job performance is explained by electronic recruitment and selection, while 42.3% is attributed to other variables not included in the model.

The impact of the independent variable (electronic recruitment and selection) on the dependent variable (job performance) is 0.717. This means that a one-unit increase in the independent variable corresponds to a 0.717 increase in the dependent variable.

The regression equation was formulated as follows: [The equation would be provided here, if mentioned in the original text.]

The value of the impact of the independent variable (e-recruitment and e-selection) on the dependent variable (job performance) reached 0.717. This means that an increase in

the independent variable (e-recruitment and e-selection) by one unit corresponds to an increase in the dependent variable (job performance) by 0.717 units. This illustrates the strong relationship between these two dimensions and highlights that it is one of the most correlated and influential aspects due to its time and effort-saving benefits, along with its rapid response and increased transparency and integrity.

These observations and analyses collectively suggest that the model is suitable for explaining the relationship between electronic recruitment and selection and job performance:

$$Y = 1.15\,C + 0.717(A)$$

Sub-Hypothesis 2:There is a statistically significant impact at a significance level ($\alpha \leq 0.05$) of electronic training on the job performance of employees at Palestinian universities from the perspective of university employees.

To test this sub-hypothesis, a simple linear regression was used to study the impact of "electronic training" on the dependent variable "job performance." If the significance level obtained from the regression coefficient results is less than 0.05, it indicates the rejection of the null hypothesis and the acceptance of the alternative hypothesis. The software program (E-views, 13) was employed for its accuracy in regression results. The following table illustrates this:

Table (4.11): Simple Linear Regression Analysis of the Impact of Electronic Training on Job Performance

Independent Variables	Regression coefficient	Standard Error	T-test value	The p-value Sig.
Constant (C)	1.68	0.143	7.90	0.0147
Electronic training (Variable A)	0.548	0.042	15.82	0.0000
Coefficient of determination = 0.471		Adjusted determination coefficient = 0.468		
F-test value = 190.24		The p-value = 0.0000		
Correlation coefficient = 0.686		Autocorrelation (Durbin-Watson Stat) = 0.88		
Breusch-Godfrey Serial Correlation LM Test= (0.232)		Heteroskedasticity Test: ARCH= (0.949)		

From the previous table, the researcher can draw several conclusions and make comments on them as follows:

The F-value, which measures the model's goodness of fit (190.25), and the p-value (0.000), indicate that the model is statistically significant. This means that the model can be relied upon for analysis and interpretation of results. The correlation coefficient (0.686) suggests a positive and significant relationship between electronic training and job performance. The adjusted determination coefficient (0.468) indicates that 46.8% of the variance in job performance is explained by electronic training, while 53.2% is attributed to other variables not included in the model.

The impact of the independent variable (electronic training) on the dependent variable (job performance) is 0.548. This means that a one-unit increase in the independent variable corresponds to a 0.548 increase in the dependent variable.

The regression equation was formulated as follows: [The equation would be provided here, if mentioned in the original text.]

This indicates that electronic training is still limited and in need of further development and wider dissemination.

These observations and analyses collectively suggest that the model is suitable for explaining the relationship between electronic training and job performance.

$$Y = 1.68\,C + 0.548(A)$$

Sub-Hypothesis 3: There is a statistically significant impact at a significance level ($\alpha \leq 0.05$) of electronic assessment on the job performance of employees at Palestinian universities from the perspective of university employees.

To test this sub-hypothesis, a simple linear regression was used to study the impact of "electronic assessment" on the dependent variable "job performance." If the significance level obtained from the regression coefficient results is less than 0.05, it indicates the rejection of the null hypothesis and the acceptance of the alternative hypothesis. The software program (E-views, 13) was employed for its accuracy in regression results. The following table illustrates this:

Table (4.12): Simple Linear Regression Analysis of the Impact of ElectronicAssessment on Job Performance

Independent Variables	**Regression coefficient**	**Standard Error**	**T-test value**	**The p-value Sig.**
Constant (C)	1.64	0.151	10.89	0.0147
Electronic assessment (Variable A)	0.532	0.039	13.98	0.0000
Coefficient of determination = 0.472			Adjusted determination coefficient = 0.469	
F-test value = 191.18			The p-value = 0.0000	
Correlation coefficient = 0.687			Autocorrelation (Durbin-Watson Stat) = 1.82	
Breusch-Godfrey Serial Correlation LM Test= (0.27)			Heteroskedasticity Test: ARCH= (0.97)	

From the previous table, the researcher can draw several conclusions and make comments on them as follows:

The F-value, which measures the model's goodness of fit (191.18), and the p-value (0.000), indicate that the model is statistically significant. This means that the model can be relied upon for analysis and interpretation of results. The correlation coefficient (0.687) suggests a positive and significant relationship between electronic assessment and job performance. The adjusted determination coefficient (0.469) indicates that 46.9% of the variance in job performance is explained by electronic assessment, while 53.1% is attributed to other variables not included in the model.

The impact of the independent variable (electronic assessment) on the dependent variable (job performance) is 0.532. This means that a one-unit increase in the independent variable corresponds to a 0.532 increase in the dependent variable.

The regression equation was formulated as follows: [The equation would be provided here, if mentioned in the original text.]

The impact of the independent variable (electronic assessment) on the dependent variable (job performance) was 0.532. This means that an increase in the independent variable (electronic assessment) by one unit corresponds to an increase in the dependent variable (job performance) by 0.532 units. This indicates that electronic assessment needs to be used more extensively and reduce reliance on traditional methods to enhance transparency and fairness in the evaluation process.

These observations and analyses collectively suggest that the model is suitable for explaining the relationship between electronic assessment and job performance.

$$Y = 1.64\,C + 0.532(A)$$

Sub-Hypothesis 4: There is a statistically significant impact at a significance level ($\alpha \leq 0.05$) of electronic communication on the job performance of employees at Palestinian universities from the perspective of university employees.

To test this sub-hypothesis, a simple linear regression was used to study the impact of "electronic communication" on the dependent variable "job performance." If the

significance level obtained from the regression coefficient results is less than 0.05, it indicates the rejection of the null hypothesis and the acceptance of the alternative hypothesis. The software program (E-views, 13) was employed for its accuracy in regression results. The following table illustrates this:

Table (4.13): Simple Linear Regression Analysis of the Impact of Electronic Communication on Job Performance

Independent Variables	**Regression coefficient**	**Standard Error**	**T-test value**	**The p-value Sig.**
Constant (C)	0.689	0.128	5.93	0.0147
Electronic communication (Variable A)	0.738	0.031	23.08	0.0000
Coefficient of determination = 0.726		Adjusted determination coefficient = 0.725		
F-test value = 586.13		The p-value = 0.0000		
Correlation coefficient = 0.852		Autocorrelation (Durbin-Watson Stat) = 1.83		
Breusch-Godfrey Serial Correlation LM Test= (0.29)		Heteroskedasticity Test: ARCH= (0.89)		

From the previous table, the researcher can draw several conclusions and make comments on them as follows:

The F-value, which measures the model's goodness of fit (586.13), and the p-value (0.000), indicate that the model is statistically significant. This means that the model can be relied upon for analysis and interpretation of results. The correlation coefficient (0.852) suggests a positive and significant relationship between electronic communication and job performance. The adjusted determination coefficient (0.725) indicates that 72.5% of the variance in job performance is explained by electronic communication, while 27.5% is attributed to other variables not included in the model.

The impact of the independent variable (electronic communication) on the dependent variable (job performance) is 0.738. This means that a one-unit increase in the independent variable corresponds to a 0.738 increase in the dependent variable.

The regression equation was formulated as follows: [The equation would be provided here if mentioned in the original text.

The impact of the independent variable (electronic communication) on the dependent variable (job performance) was 0.738. This means that an increase in the independent variable (electronic communication) by one unit corresponds to an increase in the dependent variable (job performance) by 0.738 units. This confirms the relationship, indicating that a positive impact exists. Specifically, an increase in the level of electronic communication is associated with an increase in job performance. In other words, when electronic communication usage increases, it can be expected that job performance will also increase.

Moreover, the strong relative strength of the value, represented by 0.738, signifies a powerful impact. A one-unit increase in the independent variable can result in a substantial 0.738-unit increase in the dependent variable. This emphasizes the significant importance of electronic communication in enhancing job performance. It underscores the vital role of electronic communication in facilitating communication, information transfer, and achieving organizational objectives

the regression equation was as follows:

$$Y = 0.689\,C + 0.738(A)$$

Sub-Hypothesis 5: There is a statistically significant impact at a significance level ($\alpha \leq 0.05$) of electronic incentives and compensations on the job performance of employees in Palestinian universities from the perspective of university employees.

To test this sub-hypothesis, a simple linear regression was used to study the impact of "electronic incentives and compensations" on the dependent variable "job performance." If the significance level obtained from the regression coefficient results is less than 0.05, it indicates the rejection of the null hypothesis and the acceptance of the alternative hypothesis. The software program (E-views, 13) was employed for its accuracy in regression results. The following table illustrates this:

Table (4.14): Simple Linear Regression Analysis of the Impact of Electronic Incentives and Compensations on Job Performance

Independent Variables	Regression coefficient	Standard Error	T-test value	The p-value Sig.
Constant (C)	1.36	0.151	10.89	0.0147
Electronic Compensation	0.671	0.039	13.98	0.0000
Coefficient of determination = 0.679			Adjusted determination coefficient = 0.677	
F-test value = 451.12			The p-value = 0.0000	
Correlation coefficient = 0.824			Autocorrelation (Durbin-Watson Stat) = 1.82	
Heteroskedasticity Test: ARCH= (0.97)			Breusch-Godfrey Serial Correlation LM Test= (0.27)	

From the previous table, the researcher can draw the following conclusions and comments:

The F-value, which measures the model's goodness of fit (451.12), and the p-value (0.000), indicate that the model is statistically significant. This suggests that the model can be relied upon for analysis of the results. Additionally, the correlation coefficient (0.824) indicates a positive linear relationship between electronic incentives and compensation and job performance. The adjusted determination coefficient (0.677) signifies that approximately 67.7% of the variance in job performance can be attributed to electronic incentives and compensation, while 32.3% is attributed to other variables not included in the model.

The impact of the independent variable (electronic incentives and compensation) on the dependent variable (job performance) is 0.671. This means that an increase of one unit in the independent variable corresponds to an increase of 0.671 units in the dependent variable.

This percentage indicates a significant positive impact of electronic incentives and compensation on the dependent variable (job performance). This strong impact

underscores the substantial importance of electronic incentives and compensation in motivating and enhancing employee performance. Electronic incentives and compensation can effectively serve as tools for talent attraction, retention, and increasing employee productivity.

Furthermore, this impact suggests that investing efforts and resources in developing electronic incentive and compensation systems can have a tangible and crucial impact on employee performance, consequently contributing to the achievement of organizational objectives.

The regression equation is as follows: [Insert the regression equation here]

$$Y = 0.1.36\,C + 0.671(A)$$

The main hypothesis H3: There are statistically significant differences at a significance level of (a≤0.05) between the means of respondents' perceptions regarding the electronic human resources management system used in Palestinian universities attributed to demographic variables including (gender, age, educational qualification, years of experience, job title).

To test the validity of this hypothesis, the following statistical tests were used:

Independent Samples T-Test: This test was utilized to examine the differences attributed to the gender variable. It is employed for cases with two independent samples to test whether the means of two groups are significantly different from each other.

One-Way Analysis of Variance (One-Way ANOVA): This test was used to examine the differences attributed to variables including age, educational qualification, years of experience, and job title. It is suitable when there are more than two groups to compare means and determine if at least one group's mean significantly differs from the others.

1. Gender

To test the validity of the second main hypothesis, "There are statistically significant differences at the significance level (α≤ 0.05) between the means of respondents' responses regarding the electronic human resource management system used in

Palestinian universities attributed to gender," an Independent Samples T-Test was employed. The following table illustrates the results of the hypothesis testing:

Table (15): Results of the Independent Samples T-Test to examine the statistically significant differences at the significance level ($\alpha \leq 0.05$) between the means of respondents' responses regarding the electronic human resource management system used in Palestinian universities attributed to gender.

Table (4.15): t-test for studying differences in respondents' perceptions attributed to the variable (gender)

Variable	Classification	Arithmetic Mean	Test Value	Significance Level	Statistical Decision
Social Gender	Male	3.89	11.03	0.000	Rejecting the null hypothesis
	Female	3.31			

The probability value (Sig) corresponding to the Independent Samples T-Test results for two independent samples is less than the significance level ($\alpha \leq 0.05$), indicating the rejection of the null hypothesis and acceptance of the alternative hypothesis, which suggests the presence of statistically significant differences at the significance level ($\alpha \leq 0.05$) between the means of respondents' responses regarding the electronic human resource management system used in Palestinian universities attributed to gender.

This can be explained by the presence of differences in orientations and needs, reflecting variations in responses between genders. For example, women and men may have different needs and preferences regarding the electronic human resource management system. Addressing these differences in results may require considering gender-specific corrective actions if there are distinct needs or preferences toward the system.

2. Age

The following table presents the results of testing the hypothesis "there are statistically significant differences at the significance level ($\alpha \leq 0.05$) among the means of respondents' responses regarding job performance attributed to the variable of “age":

Table (4.16): Results of testing the hypothesis of differences attributed to the variable "age"

#	Sum of Squares	Degrees of Freedom	Mean Square	F-test	Significance Level	Statistical Decision
Between Groups	.224	2	.112	.424	.655	Acceptance of the null hypothesis
Within Groups	56.201	213	.264			
Total	56.425	215	.112			

The probability value (Sig) corresponding to the F-test results for two independent samples is greater than the significance level (a≤0.05), indicating the acceptance of the null hypothesis, which states the absence of statistically significant differences at the significance level (α≤ 0.05) between the means of respondents' responses regarding the electronic human resource management system used in Palestinian universities attributed to age.

This can be explained by the fact that the requirements and preferences of employees are uniform regardless of age differences.

3. Educational Qualification

The following table presents the results of the hypothesis test indicating statistically significant differences at the significance level (a≤0.05) between the means of respondents' responses regarding job performance attributed to the variable "educational qualification":

Table (4.17): Results of the hypothesis test for differences attributed to the variable "educational qualification"

#	Sum of Squares	Degrees of Freedom	Mean Square	F-test	Significance Level	Statistical Decision
Between Groups	18.635	2	6.212	1.350	260	Acceptance of the null hypothesis
Within Groups	883.567	213	4.602			
Total	902.202	215				

The probability value (Sig) corresponding to the F-test results for two independent samples is greater than the significance level (a≤0.05), indicating the acceptance of the null hypothesis, which states the absence of statistically significant differences at the significance level (α≤ 0.05) between the means of respondents' responses regarding the electronic human resource management system used in Palestinian universities attributed to the educational qualification variable.

This can be explained by the fact that the requirements and preferences of employees are uniform regardless of differences in educational qualifications.

4. Years of Experience

The following table presents the results of testing the hypothesis "There are statistically significant differences at a significance level (α≤ 0.05) between the means of respondents' responses regarding the electronic human resource management system used in Palestinian universities attributed to the variable of "years of experience".

Table (4.18): Results of the hypothesis testing for differences attributed to the variable "Years of Experience"

#	Sum of Squares	Degrees of Freedom	Mean Square	F-test	Significance Level	Statistical Decision
Between Groups	1.380	2	.690	2.584	.078	Acceptance of the null hypothesis
Within Groups	56.875	213	.267			
Total	58.255	215				

The p-value (Sig) corresponding to the test results of the (F) test for two independent samples is greater than the significance level (α), indicating the acceptance of the null hypothesis that states the absence of statistically significant differences at the significance level of (a≤0.05) among the means of respondents' responses regarding the electronic human resource management system attributed to the variable "Years of Experience."

This can be explained by the fact that the requirements and preferences of employees are uniform regardless of differences in years of experience.

5. Job Title

The following table illustrates the results of testing the hypothesis "There are statistically significant differences at the significance level of (a≤0.05) among the means of respondents' responses regarding the electronic human resource management system attributed to the variable "Job Title".

Table (4.19): Results of testing the hypothesis of differences attributed to the variable "Job Title"

#	Sum of Squares	Degrees of Freedom	Mean Square	F-test	Significance Level	Statistical Decision
Between Groups	1.380	2	.690	1.59	.125	Acceptance of the null hypothesis
Within Groups	56.875	213	.267			
Total	58.255	215				

The p-value (Sig) corresponding to the test results of the (F) test for two independent samples is greater than the significance level of (a≤0.05), indicating the acceptance of the null hypothesis which states that there are no statistically significant differences at the significance level of (a≤0.05) among the means of responses from participants regarding the electronic human resource management system attributed to the variable "Job Title."

This can be explained by the fact that the requirements and preferences of employees are uniform regardless of differences in job titles.

The main hypothesis 4: There are statistically significant differences at a significance level of ($a \leq 0.05$) among the means of responses from participants regarding job performance attributed to demographic variables, including gender, age, educational qualification, years of experience, and job title.

To verify the validity of the hypothesis, the Independent Samples T-Test was employed for cases with two independent samples to test the differences attributed to the variable of "social gender." Additionally, the One-Way Analysis of Variance (One-Way ANOVA) test was utilized to examine the differences attributed to variables such as age, educational qualification, years of experience, and job title, in cases where there are more than two groups to compare means.

6. Employee's Affiliated College

The table below illustrates the results of a hypothesis test regarding the significant differences at a significance level of ($0.05 \leq \alpha$) between the mean responses of respondents regarding the electronic Human Resource Management (e-HRM) system, attributed to the variable "Employee's Affiliated College".

Table (4.20): Results of the hypothesis test for differences attributed to the variable "Employee's Affiliated College"

#	Sum of Squares	Degrees of Freedom	Mean Square	F-test	Significance Level	Statistical Decision
Between Groups	1.480	2	.690	1.59	.125	Acceptance of the null hypothesis
Within Groups	58.875	215	.267			
Total	54.255	213				

The probability value (Sig) corresponding to the F-test results for independent samples is greater than the significance level ($0.05 \geq \alpha$), indicating the acceptance of the null

hypothesis stating no statistically significant differences at the significance level ($0.05 \leq \alpha$) between the mean responses of the respondents regarding the electronic Human Resource Management (e-HRM) system attributed to the variable "Employee's Affiliated College." This suggests that the requirements and orientations of the employees are consistent regardless of the college where the employee works.

1. Gender

To test the validity of the main hypothesis, "There are statistically significant differences at the significance level ($a \leq 0.05$) between the means of participants' responses regarding job performance attributed to gender," the Independent Samples T-Test was employed for cases with two independent samples. The following table illustrates the results of the hypothesis test indicating statistically significant differences at the significance level ($a \leq 0.05$) between the means of participants' responses regarding job performance attributed to gender.

Table (4.21): t-test for studying differences in participants' responses attributed to the variable (gender)

Variable	Classification	Arithmetic Mean	Test Value	Significance Level	Statistical Decision
Social Gender	Male	3.89	11.03	0.000	Rejecting the null hypothesis
	Female	3.31			

The p-value (Sig) corresponding to the t-test results for two independent samples is less than the significance level ($a \leq 0.05$), indicating the rejection of the null hypothesis and acceptance of the alternative hypothesis, which states the presence of statistically significant differences at a significance level of ($a \leq 0.05$) between the means of participants' responses attributed to gender regarding job performance.

The researcher explains this by

Differences in Performance: The results indicate that there are significant differences in job performance between women and men. This can be associated with various factors such as skills, training, experience, motivation, and general conditions.

Social and Cultural Factors: There may be social and cultural factors that influence individual job performance differently based on gender. For example, there are social expectations that can affect how performance is delivered in society.

Guiding Efforts and Support: Differences in performance between genders may lead to a need for directing efforts and providing the necessary support to ensure the achievement of expected performance.

2. Age

The following table presents the results of testing the hypothesis that there are statistically significant differences at a significance level of ($a \leq 0.05$) between the means of participants' responses attributed to age regarding job performance.

Table (4.22): The table below illustrates the results of the hypothesis testing for differences attributed to the variable "age"

#	Sum of Squares	Degrees of Freedom	Mean Square	F-test	Significance Level	Statistical Decision
Between Groups	.224	2	.112	.424	.655	Acceptance of the null hypothesis
Within Groups	56.201	213	.264			
Total	56.425	215	.112			

The p-value (Sig) corresponding to the test results of the (F) test for two independent samples is greater than the significance level (α) of 0.05, indicating the acceptance of the null hypothesis which states the absence of statistically significant differences at the 0.05 significance level between the means of respondents' responses regarding job performance attributed to the variable "age".

The researcher explains this by stating that age, by itself, does not significantly impact job performance in the context of the study. In other words, age may have a weak or statistically insignificant impact on job performance.

3. Educational Qualification

The following table presents the results of testing the hypothesis "There are statistically significant differences at the significance level (a≤0.05) between the means of respondents' responses regarding job performance attributed to the educational qualification variable.

Table (4.23): The table presents the results of the hypothesis testing for differences attributed to the variable "educational qualification"

#	Sum of Squares	Degrees of Freedom	Mean Square	F-test	Significance Level	Statistical Decision
Between Groups	1.203	2	.602	2.321	.101	Acceptance of the null hypothesis
Within Groups	55.221	213	.259			
Total	56.425	215				

The p-value (Sig) corresponding to the test results of the (F) test for two independent samples is greater than the significance level of (a≤0.05), indicating the acceptance of the null hypothesis, which states that there are no statistically significant differences at the significance level (a≤0.05) between the means of respondents' responses regarding job performance attributed to the educational qualification variable.

The researcher explains this by stating that educational qualifications do not have a statistically significant impact on job performance and that there are other more influential factors at play.

4. Years of Experience

The table below illustrates the results of testing the hypothesis that there are statistically significant differences at the significance level (a≤0.05) between the means of

respondents' responses regarding job performance attributed to the variable of years of experience.

Table (4.24): The table displays the results of the hypothesis testing for differences attributed to the variable "years of experience"

#	Sum of Squares	Degrees of Freedom	Mean Square	F-test	Significance Level	Statistical Decision
Between Groups	1.380	2	.690	2.584	.078	Acceptance of the null hypothesis
Within Groups	56.875	213	.267			
Total	58.255	215				

The p-value (Sig) corresponding to the test results of the (F) test for two independent samples is greater than the significance level (α), indicating the acceptance of the null hypothesis that states the absence of statistically significant differences at a significance level of ($a \leq 0.05$) among the means of respondents' responses regarding job performance attributed to the variable "years of experience".

The researcher explains this by citing homogeneity in the sample, as the study's sample consists of a wide range of individuals with diverse experience backgrounds. When there is significant variation in years of experience within the sample, it can be challenging to detect statistical differences due to the large variance. Additionally, individuals with different years of experience may be professionally stable and have good adaptation to their job requirements regardless of their years of experience.

5. Job Title

The following table presents the results of testing the hypothesis that there are statistically significant differences at a significance level of ($a \leq 0.05$) among the means of respondents' responses regarding job performance attributed to the variable "job title".

Table (4.25): The results of testing the hypothesis for differences are attributed to the variable "job title"

#	Sum of Squares	Degrees of Freedom	Mean Square	F-test	Significance Level	Statistical Decision
Between Groups	1.203	2	.602	2.321	.101	Acceptance of the null hypothesis
Within Groups	55.221	213	.259			
Total	56.425	215				

The p-value (Sig) corresponding to the test results of the (F) test for two independent samples is greater than the significance level (α) of 0.05, indicating the acceptance of the null hypothesis, which states that there are no statistically significant differences at the 0.05 significance level among the means of responses from participants regarding job title and their perceptions of job performance.

The researcher explains this by stating that the job title itself does not have a significant impact on job performance. Other meaningful factors that have a greater influence on job performance. Furthermore, there are no impacts of job titles on the institutional context within the university concerning job performance.

6. Employee's affiliated college

The following table illustrates the results of testing the hypothesis "There are statistically significant differences at a significance level of (a≤0.05) between the mean responses of the respondents regarding job performance attributed to the employee's affiliated college."

Table (6.26): Results of testing the hypothesis of differences attributed to the variable "Employee's Affiliated College."

#	Sum of Squares	Degrees of Freedom	Mean Square	F-test	Significance Level	statistical Decision
Between Groups	1.380	2	.690	1.6	.123	Acceptance of the null hypothesis
Within Groups	58.875	215	.267			
Total	56.255	213				

The significance value (Sig) corresponding to the test results of the F-test for two independent samples is greater than the significance level (a≤0.05), indicating the acceptance of the null hypothesis stating that there are no statistically significant differences at a significance level of (a≤0.05) between the mean responses of the respondents regarding job performance attributed to the employee's affiliated college.

This is interpreted by the researcher to mean that the employee's affiliated college is not significantly influenced by the job title, and that other factors are more influential. Furthermore, job performance remains unaffected by the affiliated college of the employee or the institutional environment within the university.

4.4 Summary of Chapter

During this chapter, the statistical analysis of the paragraphs of the questionnaire was reviewed, where the statistical analysis (SPSS) was used, and the questions of the study were answered, as well as testing the hypotheses of the study, and therefore these results were discussed, and one of the most important results obtained by the study through statistical analysis is the existence of a positive relationship between the use of electronic human resource management systems "the independent variable", and between the dependent variable "the job performance of employees at Palestine Polytechnic University", In the sense that improving the use of electronic human resource management systems will increase the job performance of employees, in addition to answering the questions of the sub-study, and testing and examining the study hypothesis.

Chapter 5 (Results and Recommendations)

5.1 The Main Results

There is a clear impact of electronic human resource management on the job performance of employees in Palestinian universities. The most significant impact was observed in the "electronic communication" dimension, followed by "electronic evaluation," "electronic recruitment and selection," and "electronic incentives and compensation." Electronic training was found to have the least impact. These results are consistent with previous studies by Abu Naser (2017), Zour (2021), Elsawy & Ali (2021), Nanayakkara Karunarathna (2020), Sardi (2021), Hamsinah (2022), and Kaewkhamnuan (2022). However, they differ from the findings of Berber (2018) and Al-Harazneh (2021), which emphasized the importance of electronic HR management but highlighted ineffective implementation.

Universities use their websites to advertise job vacancies, aligning with previous studies by Abu Naser (2017) and Al-Shawwa (2022).

The use of electronic interviews for job applicants in universities is still limited and needs further attention and development. This finding is in line with Elsawy & Ali (2021) and Zour (2021), which highlighted a lack of interest in conducting interviews electronically and a preference for traditional methods.

University management encourages electronic scientific conferences, monitoring developments, and participating in online academic discussions. This finding contrasts with the study by Wahba (2021), which did not prioritize electronic scientific conferences.

The study found that the university has all modern means of communication available over the Internet, which are used effectively to enhance administrative and academic processes and improve organization, and management efficiency. This aligns with the findings of Zour (2021) and Elsawy & Ali (2021). However, it differs from Alqahtani & Others (2023) and Sardi (2021), which suggested an increased focus on and activation of modern communication tools.

Human resource management utilizes electronic training applications, which have a noticeable impact on employee job performance but require improvement and broader implementation. This result is consistent with Abu Al-Jibeen (2022), Elsawy & Ali (2021), and Kaewkhamnuan (2022).

The use of available electronic programs for information exchange among university employees still needs development, aligning with the findings of Elsawy & Ali (2021).

Electronic HR management applications facilitate the collection, processing, analysis, and storage of incentives and compensation data widely. This finding is consistent with Wahba (2021), Zour (2021), and Elsawy & Ali (2021). It differs from the study by Berber (2018), which emphasized the importance of using electronic HR management applications for employee data.

Electronic evaluation needs broader use, reducing reliance on traditional methods to enhance transparency and fairness in the evaluation process. This result agrees with Wahba (2021), Alqahtani & Others (2023), Zour (2021), and Elsawy & Ali (2021).

The use of modern technologies in work leads to improved job performance, aligning with the findings of Zour (2021), Elsawy & Ali (2021), Nanayakkara Karunarathna (2020), Sardi (2021), and Hamsinah (2022).

The results indicate significant differences in job performance based on gender, attributed to various factors such as abilities, training, experience, motivation, and general conditions, in agreement with Alqahtani & Others (2023).

The researcher observes a significant correlation between electronic human resource management and job performance, confirming the importance of digital systems in business administration in general and HR systems in particular.

The researcher further asserts that a balance must be struck between traditional and digital systems, particularly concerning employee evaluation and humanitarian relations. Concurrently, digital systems must be updated to accommodate each new technological development.

5.2 The Recommendations

1. Strengthen Guidance and Training: The University should provide appropriate guidance and training to employees on how to effectively use electronic HR management applications according to approved policies and procedures. Employees should also be guided in conducting electronic reviews of processes.
2. Link Training Programs to Performance Objectives: Training programs should be linked to employees' performance objectives. This helps in measuring the impact of training on performance improvement and achieving organizational goals.
3. Enhance Electronic Infrastructure and Capabilities: The University should invest in developing electronic infrastructure and provide the necessary technical and administrative capabilities for electronic learning. This includes system updates and training on technology usage.
4. Raise Awareness and Promote Effective Usage: The University should conduct awareness campaigns for employees regarding the benefits and effective utilization of electronic technologies in HR management. Workshops and training sessions can be organized to increase awareness and promote engagement.
5. Monitor and Evaluate Performance: Regular assessments should be conducted to evaluate the impact of these electronic measures and tools on employee performance and overall university performance. Strategies and directions can be adjusted based on the results to improve future performance.
6. Utilize Analytical Insights: The University can use data analytics to better understand the available data and information through electronic systems. This enables data-driven decision-making.
7. Develop Clear and Transparent Incentive Distribution Policies: The university should develop clearer and more transparent policies for distributing incentives and rewards. Collaboration with relevant departments is crucial to ensure that

these policies are clear, comprehensible to employees, and aligned with the university's goals and policies.

8. Enhance Data Security and Protection: The University should intensify efforts to ensure the security and protection of data when using electronic HR management applications. Adherence to the highest security standards and prevention of sensitive data leaks should be a priority.
9. Continuous Assessment and Review: The University should commit to ongoing research and improvement in the field of electronic training. Data and performance analysis can be used to identify areas that require improvement and enhancement.
10. Increase Awareness and Participation: The University should raise employee awareness of the benefits of electronic training and encourage active participation in these programs. Awareness campaigns and incentives can be used to increase the utilization of electronic training.
11. Foster Self-Learning Skills: Employees should be encouraged to develop self-learning skills through electronic training. Tools and resources can be provided to help them use these programs more effectively.
12. Commit to Research and Improvement: The University should remain committed to continuous research and improvement in electronic training. Data and performance analysis can guide enhancements in this area.

5.3 Future Favour Studies

The proposed titles for future studies in the field of Electronic Human Resource Management (E-HRM):

1. The role of modern technologies associated with ERP and artificial intelligence in improving E-HRMS systems.
2. "The Impact of Embracing Smart Technologies on E-HRM: An Analytical Study of Artificial Intelligence and Machine Learning in Enhancing HRM Processes."

3. "Utilizing Virtual Reality and Augmented Reality in E-HRM Training and Development: A Study on the Effectiveness of These Technologies in Enhancing Performance and Self-Learning."
4. "The Influence of 5G Applications on Advancing E-HRM: An Investigation into Opportunities for Improved Communication and Data Analysis in a High-Speed Connectivity Environment."
5. "Analyzing the Impact of Remote Work on Performance and Job Satisfaction: A Comparative Study between Remote and In-Office Work under Unique Circumstances."
6. "Utilizing Big Data Analytics to Enhance Job Positioning and Performance Evaluation: A Study on Effective Job Positioning through Big Data Analysis."

5.4 The Conclusion

In concluding this chapter, it becomes apparent that our study regarding "Electronic Human Resource Management and its Impact on Job Performance" has provided a substantial and substantive contribution to the comprehension of the challenges and opportunities that organizations face in the age of digitalization. This study has provided insights into the essential elements that significantly influence job performance for the better, such as the implementation of intelligent technologies like artificial intelligence, big data analytics, and 5G applications. Furthermore, it has placed significant emphasis on the development of electronic infrastructure and the enhancement of employee awareness concerning the advantages of e-learning and efficient technology utilization..In concluding this chapter, it becomes apparent that our study regarding "Electronic Human Resource Management and its Impact on Job Performance" has provided a substantial and substantive contribution to the comprehension of the challenges and opportunities that organizations face in the age of digitalization. This study has provided insights into the essential elements that significantly influence job performance for the better, such as the implementation of intelligent technologies like artificial intelligence, big data analytics, and 5G applications. Furthermore, it has placed

significant emphasis on the development of electronic infrastructure and the enhancement of employee awareness concerning the advantages of e-learning and efficient technology utilization.Based on the key findings and conclusions drawn from this research, we offer a set of practical recommendations for organizations and researchers in this field. These recommendations should serve as a foundation for the development of effective strategies for electronic human resource management and maximizing its benefits.

In conclusion, our study highlights the importance of keeping up with technological advancements and adapting human resource management practices to the digital era. Understanding the impact of electronic human resource management on job performance enhances organizations' ability to achieve their goals more efficiently and effectively.

Future studies and research in this field will be crucial in expanding our understanding and applying these findings on a broader scale, ultimately improving job performance and management practices in organizations.

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Appendix

Appendix (1): The Questionnaire

Greetings,

Attached is a questionnaire that serves as a tool for gathering the necessary data and information for a study with the title:

"The Impact of E-HRM on Job Performance of Employees in Palestinian Universities."

This study is being conducted as part of the requirements for obtaining a Master's degree in Business Administration from Palestine Polytechnic University. I kindly request your assistance in answering the questionnaire accurately and objectively to help the researcher achieve better and more useful results. Please note that the data and information you provide will be used for scientific research purposes only and will be treated with complete confidentiality. If you wish, you will be provided with the study's results when they are available.

Thank you for your cooperation

Student: Ibrahim Ismail
Supervisor: Dr. Marwan Jalouds
Academic Year: 2023/2024

Section 1: Demographic Variables: Please put an (X) next to the statement that corresponds to your situation

1. (Gender):

- ☐ (Male)
- ☐ (Female)

2. (Age):

- ☐ Younger than 30 years old
- ☐ 30 -45 years old.
- ☐ More than 45 years old.

3.(Educational Qualification) :

- ☐ General Secondary Education or Less.
- ☐ Diploma.
- ☐ Bachelor's degree.
- ☐ Master's degree.
- ☐ Ph.D.

4. Years of Experience:

- ☐ Less than 5 years.
- ☐ 5-10 years.
- ☐ More than 10 years.

5. Job title:

- ☐ Academic.
- ☐ Administrative
- ☐ Academic with administrative duties.

6. College:

- ☐ Graduate Studies
- ☐ Dual Studies.
- ☐ Medicine.
- ☐ Engineering.
- ☐ Information Technology and Computer Science.
- ☐ Business Administration o Applied Sciences.
- ☐ Applied Professions.
- ☐ Dual Studies.
- ☐ Humanities.
- ☐ Nursing.

The second section: Study Axes:

The first axis: Electronic Human Resource Management:

Level of Electronic Recruitment and Selection

No.	Item	Strongly Agree	Agree	Neutral	Not agreed	Strongly Not agreed
1	The university administration adopts a clear electronic policy in recruiting academic qualifications.					
2	The university administration utilizes electronic means to search for and attract degree holders for employment.					
3	The university administration employs suitable electronic methods to appoint innovative individuals within the university.					
4	Applicant data for job positions are stored in an electronic database, which is referenced in the case of new job opportunities.					
5	The university employs online platforms to announce job vacancies within the institution.					
6	Employment applications are submitted electronically through the university's online portal.					
7	The university administration relies on an electronic system to screen submitted job applications.					
8	The university employs electronic interviews for job applicants.					
9	The university utilizes electronic assessments for job applicants.					
10	The process of electronic recruitment contributes to eliminating the role of intermediaries					

Level of Electronic Training Assessment

No.	Item	Strongly Agree	Agree	Neutral	Not agreed	Strongly Not agreed
1	The university possesses electronic programs where employees' daily activities, work schedules, and accomplishments are stored.					
2	Employee data is electronically retained for reference at any time.					
3	Employees are encouraged to utilize electronic technologies in evaluations.					
4	Electronic assessment contributes to both individual and collective employee performance evaluation.					
5	Electronic assessment offers detailed and immediate feedback to employees regarding them.Performance and professional development.					

Level of Electronic Performance Assessment

1	Employees are aware of the importance of electronic training					
2	Training needs are electronically identified.					
3	The university possesses sufficient technical and administrative capabilities to educate its employees electronically.					
4	The university administration encourages electronic scientific conferences					
5	Electronic methods are utilized to provide feedback to trainees.					

Level of Electronic Performance Assessment

1	Employees are aware of the importance of electronic training					
2	Training needs are electronically identified.					
3	The university possesses sufficient technical and administrative capabilities to educate its employees electronically.					
4	The university administration encourages electronic scientific conferences					
5	Electronic methods are utilized to provide feedback to trainees.					

Level of Electronic Communications

No.	Item	Strongly Agree	Agree	Neutral	Not agreed	Strongly Not agreed
1	All modern communication means, including phones, faxes, and the internet, are available at the university.					
2	The use of electronic software contributes to facilitating communication among employees in different departments and sections within the university.					
3	The employed electronic programs are distinguished by enabling multiple users to communicate simultaneously.					
4	The available electronic programs have the capability for flexible information exchange among system users.					
5	Communication tools are accessible to all employees.					

Level of Electronic Compensation

1	Electronic human resource management applications aid in collecting, processing, analyzing, and storing incentives and compensations data					
2	Electronic human resource management applications provide access to incentives and compensations data to anyone at any time					
3	Electronic human resource management applications assist in achieving fair incentives and compensations within the university.					
4	Clear foundations for the distribution of rewards and incentives exist and are reviewed electronically.					
5	A system for securing electronic payment processes is in place					

Level of Job Performance

No.	Item	Strongly Agree	Agree	Neutral	Not agreed	Strongly Not agreed
1	The university has clear criteria for performance evaluation					
2	The university aims to continuously improve employee performance					
3	Utilizing modern techniques in work leads to an increase in job performance					
4	Promotions at the university are based on employees' good job performance					
5	Electronic human resource management works to enhance the efficiency of administrative processes					
6	Electronic human resource management strives to overcome obstacles that hinder performance levels.					
7	Do you believe that electronic human resource management contributes to enhancing employees' performance in the organization?					
8	Electronic human resource management helps define clear responsibilities for employees					
9	Electronic human resource management speeds up the delivery of instructions to employees					
10	Electronic human resource management increases competition among employees to enhance performance efficiency					
11	Electronic human resource management motivates employees and enhances their capacity for achievement					
12	The use of electronic human resource management leads to the availability of sufficient work-related information					
13	Do you believe that electronic human resource management contributes to increasing employees' willingness to collaborate with their colleagues?					

كلية الدراسات العليا والبحث العلمي/ برنامج إدارة الأعمال

استبانه الدراسة

تحية طيبة وبعد؛

مرفق استبانه هي أداة لجمع البيانات والمعلومات اللازمة للباحث لإجراء دراسة بعنوان:

" أثر الإدارة الالكترونية للموارد البشرية على أداء الموظفين في الجامعات الفلسطينية"

"The impact of E-HRM on JobPerformance of Employees in Palestinian Universities"

وذلك استكمالا لمتطلبات الحصول على درجة الماجستير في إدارة الأعمال من جامعة بوليتكنك فلسطين. أرجو التكرم من حضرتكم بالإجابة على فقرات الاستبانة بدقة وموضوعية من أجل مساعدة الباحث في الوصول إلى نتائج أفضل وأكثر فائدة، علما أن البيانات والمعلومات التي ستفيدوننا بها سيتم استخدامها لأغراض البحث العلمي فقط، وستعامل بسرية تامة، وسيتم تزويدكم بنتائج الدراسة التي يتم التوصل إليها في حالة رغبتم بذلك.

مع عظيم الشكر والامتنان لحسن تعاونكم

الطالب:	إشراف:
إبراهيم إسماعيل	د. مروان جلعود

القسم الأول: المتغيرات الديمغرافية: يرجى وضع إشارة (X) أمام العبارة التي تناسب حالتك.

1. **الجنس: ذكر☐ أنثى☐**
2. **العمر: أقل من 30 سنة ☐ 30 – 45 سنة ☐45سنة فأكثر☐**
3. **المؤهل العلمي: ثانوية عامة فاقل☐دبلوم ☐ بكالوريوس ☐ماجستير☐دكتوراه ☐**
4. **سنوات الخبرة: أقل من 5 سنوات ☐ من 5– 10 سنوات☐ 10 سنوات فأكثر☐**
5. **المسمى الوظيفي: أكاديمي☐ إداري ☐ أكاديمي بمهام إدارية ☐**
6. **الكلية: الدراسات العليا ☐الدراسات الثنائية☐ الطب ☐الهندسة☐**

تكنولوجيا المعلومات والحاسوب ☐ علوم إدارية ☐ علوم تطبيقيه ☐

مهن تطبيقية ☐ علوم إنسانية ☐ التمريض☐

القسم الثاني: محاور الدراسة:

المحور الأول: الإدارة الإلكترونية للموارد البشرية						
1- الاستقطاب والاختيار الالكتروني						
الفقرة		**موافق بشده**	**موافق**	**محايد**	**غير موافق**	**غير موافق بشده**
1	تعتمد إدارة الجامعة سياسية إلكترونية واضحة في استقطاب المؤهلات العلمية.					
2	تستخدم إدارة الجامعة الوسائل الالكترونية للبحث عن أصحاب الشهادات وجذبهم للعمل.					
3	تستخدم إدارة الجامعة الوسائل الالكترونية المناسبة لتعيين المبدعين فيها.					
4	يتم حفظ بيانات المتقدمين للوظائف في قاعدة بيانات الكترونية يتم الرجوع إليها في حال توفر فرص عمل جديدة.					
5	تستخدم الجامعة المواقع الالكتروني للإعلان عن الوظائف في الجامعة.					
6	يتم تقديم طلبات التوظيف إلكترونياً عبر بوابة الجامعة الالكترونية.					
7	تعتمد إدارة الجامعة على نظام الإلكتروني لفرز طلبات التوظيف المقدمة.					
8	تستخدم الجامعة المقابلات الالكترونية للمتقدمين للوظائف.					
9	تستخدم الجامعة الاختبارات الالكترونية للمتقدمين للوظائف.					
10	تساهم عملية التوظيف الالكتروني في إلغاء دور الوسطاء.					
2- التدريب الالكتروني						
11	هناك وعي لدى الموظفين بأهمية التدريب الالكتروني.					
12	يتم تحديد الاحتياجات التدريبية بشكل إلكتروني.					
13	لدى الجامعة الإمكانيات الفنية والإدارية الكافية لتعليم موظفيها الكترونيا.					
14	تشجع إدارة الجامعة على المؤتمرات العلمية الالكترونية.					
15	يتم استخدام طرق الكترونية لتقديم التغذية الراجعة للمتدربين.					
16	تتوافر لدى الجامعة برامج إلكترونية تحفظ فيها الحركة اليومية للموظفين وجدول أعمالهم والانجازات الخاصة بهم.					

الفقرة		موافق بشده	موافق	محايد	غير موافق	غير موافق بشده
1- **التقييم الإلكتروني**						
17	يتم الاحتفاظ ببيانات الموظفين الكترونيا للرجوع إليها في أي وقت.					
18	يتم تحفيز الموظفين لاستخدام التقنيات الالكترونية في التقييم.					
19	يساهم التقييم الالكتروني في تقييم أداء الموظفين فرديا وجماعيا.					
20	يوفر التقييم الالكترونية تغذية راجعة مفصلة وفورية للموظفين بشأن أدائهم وتطورهم المهني.					
2- **الاتصال الالكتروني**						
21	جميع وسائل الاتصال الحديثة من هواتف وفاكسات وشبكة الانترنت متوفرة في الجامعة.					
22	يساهم استخدام البرامج الإلكترونية في تسهيل عملية الاتصالات بين الموظفين في الدوائر والأقسام المختلفة في الجامعة.					
23	تتميز البرامج الإلكترونية المستخدمة بتمكين أكثر من مستفيد بالاتصال معاً في وقت واحد.					
24	البرامج الإلكترونية المتوفرة لديها القدرة على التبادل المرن للمعلومات بين مستخدمي النظام.					
25	وسائل الاتصال متاحة لجميع الموظفين.					
3- **الحوافز والتعويضات الإلكترونية**						
26	تساعد تطبيقات الإدارة الالكترونية للموارد البشرية في جمع ومعالجة وتحليل وتخزين بيانات الحوافز والتعويضات.					
27	توفر تطبيقات الإدارة الإلكترونية للموارد البشرية بيانات الحوافز والتعويضات والوصول إلى أي شخص في أي وقت.					
28	تساعد تطبيق الإدارة الإلكترونية للموارد البشرية في تحقيق الحوافز والتعويضات العادلة في الجامعة.					
29	توجد أسس واضحة لتوزيع المكافآت والحوافز يتم مراجعتها إلكترونياً.					
30	يوجد نظام لتأمين عملية المدفوعات الإلكترونية.					

المحور الثاني: الأداء الوظيفي						
الفقرة		موافق بشده	موافق	محايد	غير موافق	غير موافق بشده
31	لدى الجامعة معايير واضحة لتقييم الأداء.					
32	تهدف الجامعة إلى تحسين أداء الموظفين بشكل مستمر.					
33	استخدام التقنيات الحديثة في العمل يؤدي إلى زيادة الأداء الوظيفي					
34	الحصول على الترقيات في الجامعة بناءا على الأداء الوظيفي الجيد للموظفين					
35	تعمل الإدارة الإلكترونية للموارد البشرية على زيادة كفاءة العمليات الإدارية.					
36	تعمل الإدارة الإلكترونية للموارد البشرية على التغلب على العقبات التي تخفض من مستوى الأداء.					
37	هل تعتقد بان الإدارة الإلكترونية للموارد البشرية تسهم في تحسين مستوى أداء العاملين في المؤسسة.					
38	تسهم الإدارة الإلكترونية للموارد البشرية على تحديد مسئوليات واضحة للعاملين.					
39	تسهم الإدارة الإلكترونية للموارد البشرية على سرعة إيصال التعليمات للموظفين.					
40	تساهم الإدارة الإلكترونية للموارد البشرية في زيادة المنافسة بين العاملين لرفع كفاءة الأداء.					
41	تساهم الإدارة الإلكترونية للموارد البشرية في تحفيز الموظفين ورفع قدرتهم على الإنجاز.					
42	يؤدي استخدام الإدارة الإلكترونية للموارد البشرية إلى توفير حصيلة معلوماتية كافية عن العمل.					
43	هل تعتقد بان الإدارة الإلكترونية للموارد البشرية تساهم في زيادة رغبة العاملين في التعاون مع زملائهم.					

Add a number ()/list of names of questionnaire reviewers

A list of the names of the questionnaire referees

Name	**University**
Dr. Mohammad Amro	Al-Quds Open University
Dr. Abed AlQader Daraweish	Al-Quds Open University