



Arab American University
Faculty of Graduate Studies

**The Relationship Between HRIS Practices and
Employees' Performance in Palestinian
Telecommunications Sector.**

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**The thesis was submitted in partial fulfillment of the
requirement for the Master's degree in Human
Resource Management**

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This thesis was defended successfully on 17/05/2022 .and approved by:

Committee members

1. Prof. Fathallah Ghanem

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3. Dr. Odeh Masharqa



Declaration

"The Relationship Between HRIS practices and employees' performance in Palestinian Telecommunications sector."

I hereby declare that the research indicated was completed entirely by myself, with the assistance and motivation of Prof. FathallahGhanem of the Human Resource Management department. In addition, I declare that the data in this study is the result of my own efforts and has never been presented in another degree or university.

Signature of the student	Wafaa Abdullah Abd-Algani Mohammad
Place	Ramallah
Date	17/5/2022

CERTIFICATE

This is to certify that the research entitled "The Relationship Between HRIS practices and employees' performance in Palestinian Telecommunications sector." is the own work carried out by Wafaa Mohammad, student of master's degree at Arab American University, during 2021 in partial fulfillment of the requirements for the award of the degree of Master of HRM, and that the research has not formed the basis for the award of any degree, diploma, Bachelor's, master's, or any other similar title.

Abstract

The aim of the study is to identify the "The Relationship between HRIS practices and employees' performance in Palestinian Telecommunications sector, Ramallah, West Bank." To that end, the researcher has measured the employees' performance using the HRIS applications in the telecommunications sectors represented by the three companies (Jawal, Oredoo, and Paltel). The study population consisted of all employees in the three companies. The researcher used a descriptive approach. The data consists of 281 employees, males and females. For data obtained through the quantitative method, the hypotheses of this study were tested and analyzed using the Pearson Correlation Coefficient test: Statistical Package for Social performance appraisals played an important role in increasing employees' performance, which helps companies reduce costs and reduce paperwork and management time in managing personnel. Moreover, most employees' agreed that the HRIS-practices were an effective technique that could improve employee performance. In addition, study findings also indicates that the head, and director of the department were pleased in using the system compared to other employees. The consistency of most findings with previous studies and related theories showed that HRIS practices did play an effective role in influencing the employees' performance. Finally, the researcher recommends more qualitative research to measure the effectiveness of HRIS and its impact on employees' performance in other sectors.

Keywords: Human resources, human resource management, human resource information system, human resource information systems practices, employee performance.

Dedication

This thesis is dedicated to:

My great teacher and messenger, Mohammed(May Allah bless and grant him).

My homeland Palestine.

My great parents,My beloved brothers and sisters; particularly my dearest sister, Ruba, who stands by me when things look bleak.

My friends who encourage and support me.

My academic supervisor who guided and supported me in this process and kept me on the track of the thesis.

My beloved kids :Gamal ,Gazal, Ramzi, Tala, whom I can't force myself to stop loving.

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Table of Contents

Thesis Approval.....	I
Declaration.....	II
CERTIFICATE	III
Abstract.....	IV
Dedication.....	V
Acknowledgments	VI
Table of Contents	VII
List Of Tables	XI
List Of Figures.....	XIII
List Of Abbreviations	XIV
Chapter 1: Introduction.....	1
1.1. Background.....	1
1.2 Research Problem	2
1.3. Research Significance and Justification	4
1.4. Research Objectives	7
1.5 Research Questions.....	7
1.6. Research Hypotheses.....	8
1.7. Delimitations of the Study.....	9
1.8. Scope of the Study.....	9
1.8.1 Conceptual Framework	10
1.9. Limitations of the Study	11
1.10. Structure of the study.....	11

Chapter 2: Literature Review	11
2.1. Introduction	13
2.2. Human Resource	15
2.3. Human Resource Management.....	17
2.4. Management Information system And HRIS	24
2.5. Advantage of HRIS	28
2.6. Importance of HRIS	33
2.7.HRIS Practices.....	34
2.7.1. HRIS Recruitment.....	34
2.7.2. HRIS compensations.....	35
2.7.3. HRIS Communications	37
2.7.4. HRIS Training	40
2.7.5. HRIS Performance Appraisal	43
2.8.Employees’ Performance.....	44
2.9. Review of Related Literature.....	45
2.10. Arab Context	49
2.11. Palestinian context.....	50
Chapter 3: Methodology	53
3.1. Research Methodology	53
3.2. Research Strategy	53
3.3. Research Time Frame.....	53
3.4. Framework of the Research Methodology	54
3.5. Design of the Study	54
3.6. Research Location	55
3.7. Research Population, Sample, and Sample procedures	55
3.8. Instruments of the Study.....	56

3.8.1. Questionnaire Design	56
3.8.2. Pilot Study	58
3.8.3. Data Collection Method and Procedures	60
3.9. Demographic Characteristics of Participants	62
3.10. Sign Test.....	68
3.11. Validity of The Study Questionnaire.....	68
3.11.1 Criterion- Related Validity.....	69
Chapter 4: Data analysis and Discussion.....	70
4.1 Analysis of the Research Questions:	70
4.2. Testing of Research Hypotheses	77
4.3. Hypothesis Related to Participants' Profiles (Analysis of responses).....	85
Chapter 5: Conclusion and Recommendations	91
5.1 Summary of the Study	91
5.2.1 Findings Related to First Objective	92
5.2.2 Finding Related to Second Objective	93
5.2.3 Finding Related to Third Objective	94
5.2.4 Findings Related to Fourth Objective.....	94
5.2.5 Findings Related to Fifth Objective.....	95
5.2.6 Findings Related to Employees' Performance	96
5.2.7 Findings Related to Challenges	96
5.3. Recommendations	98
5.4. Proposed Future Studies	99
Appendixes	114
Appendix A: Questionnaire Revision.....	115
Appendix B: Questionnaire-Arabic	116
Appendix B: Questionnaire-English.....	125

Appendix D: Correlation Coefficient	133
المخلص.....	139

List Of Tables

TABLE 3.1: SCORING RANGE OF LIKERT SCALE.....	58
TABLE 3.2: CRONBACH’S ALPHA VALUE.....	60
TABLE3.3: PEARSON CORRELATION VALUE	61
TABLE 3.4:DATA ANALYSIS TECHNIQUE	62
TABLE 3.5: OVER ALL FREQUENCIES FOR DEMOGRAPHIC VARIABLES OF PARTICIPANTS.....	62
TABLE 3.6: INDEPENDENT SAMPLES TEST (GENDER) FOR EMPLOYEE PERFORMANCE.....	63
TABLE 3.7: SHOWS THE AGE CHARACTERISTICS OF PARTICIPANTS FOR EMPLOYEE PERFORMANCE:	64
TABLE 3.8: ONE WAY ANOVA (AGE) FOR EMPLOYEE PERFORMANCE:	64
TABLE 3.9: SHOWS THE EDUCATION CHARACTERISTICS OF PARTICIPANTS FOR EMPLOYEE PERFORMANCE:	65
TABLE 3.10: SHOWS THE EDUCATION ANOVA FOR EMPLOYEE PERFORMANCE:	65
TABLE 3.11:SHOWSTHEEDUCATIONANOVAFOREMPLOYEEPERFORMANCE:	65
TABLE 3.12: SHOWS THE EXPERIENCE CHARACTERISTICS OF PARTICIPANTS FOR EMPLOYEE PERFORMANCE:	66
TABLE3.13:SHOWS THE JOB TITLE CHARACTERISTICS OF PARTICIPANTSFOR EMPLOYEE PERFORMANCE:	67
TABLE 3.14: SHOWS THE JOB TITLE ANOVA FOR EMPLOYEE PERFORMANCE:	67
TABLE 4.1: SCORING RANGE OF LIKERT SCALE	70
TABLE 4.2: DESCRIPTIVE STATISTICS OF HRIS RECRUITMENT.....	71
TABLE 4.3: DESCRIPTIVE STATISTICS OF HRIS-COMPENSATIONS	72
TABLE 4.4: DESCRIPTIVE STATISTICS OF HRIS COMMUNICATION:....	74
TABLE 4.5: DESCRIPTIVE STATISTICS OF HRIS-TRAINING.....	75

TABLE 4.6: DESCRIPTIVE STATISTICS OF HRIS PERFORMANCE APPRAISAL	76
TABLE 4.7: RELATIONSHIP BETWEEN THE HRIS RECRUITMENT AND EMPLOYEES' PERFORMANCE	78
TABLE 4.8: RELATIONSHIP BETWEEN THE HRIS COMPENSATIONS AND EMPLOYEES' PERFORMANCE.....	79
TABLE 4.9: RELATIONSHIP BETWEEN THE HRIS COMMUNICATIONS AND EMPLOYEES' PERFORMANCE.....	81
TABLE 4.10:RELATIONSHIP BETWEEN THE HRIS TRAINING AND EMPLOYEES' PERFORMANCE	82
TABLE 4.11: RELATIONSHIP BETWEEN THE HRIS PERFORMANCE APPRAISAL AND EMPLOYEES' PERFORMANCE	83
TABLE 4.12: SUMMARY OF HYPOTHESES TESTING	84
TABLE 4.13: KRUSKAL WALLIS TEST GROUPING BY GENDER.....	85
research sample due to Age.	86
TABLE 4.14:KRUSKAL WALLIS TEST GROUPING BY AGE	86
TABLE 4.15:KRUSKAL WALLIS TEST GROUPING BY ACADEMIC QUALIFICATION	87
TABLE 4.16: KRUSKAL WALLIS TEST GROUPING BY EXPERIENCE	87
TABLE 4.17: KRUSKAL WALLIS TEST GROUPING BY JOB TITLE	88
TABLE 4.18: MULTIPLE REGRESSIONS ANALYSIS.....	89

List Of Figures

<i>FIGURE 1.1: IMPACT OF HRIS PRACTICES AND EMPLOYEE'S PERFORMANCE.</i>	10
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List Of Abbreviations

SPSS	Statistical Package for Social Sciences
HR	Human Resource
HRM	Human Resource Management
HRIS	Human Resource Information System
HR	Human Resource planning
HR	Human Resource Function
IT	Information Technology
CPM	Computerized Performance Monitoring

Chapter 1: Introduction

This chapter begins with an introductory overview of the research study. It provides a research problem, its significance, and justifications. Furthermore, the chapter spells out the objectives of his study, the research questions, and research hypotheses.

The chapter concludes with research limitations, scope of the study, delimitations, and, in the end, the structure of the study.

1.1. Background

HRIS is a systemic procedure for storing, retrieving, and validating data regarding human resources (Brown, 2013). HRIS is the integration of organizational and social changes that exert pressure on human resource management to provide services of a higher quality and faster linked with other firm functions. A fully integrated one is able to access competency recruitment, communications, training, performance management, and talent management (Shibly, 2011).

Furthermore, Wiblen et al. (2010) suggest that HRIS has the potential to transform human resource management into a more strategic role if it is used to its full potential. Undoubtedly, to ensure a positive impact, HRIS must be user-friendly and cater to all business processes.

The telecommunications sector in Ramallah was chosen for this study. Because of its large size, age, and spread all over Palestine, it serves all categories of the Palestinian people.

This study sought to examine the relationship between HRIS practices and employees' performance in telecommunications companies. Several studies have found that employees' performance is affected by the HRIS practices.

After reviewing the relevant literature, the researcher has not found, within the limits of her knowledge, studies on the relationship between HRIS practices and employees' performance in Palestine and in the telecommunications sector in particular.

Therefore, this study is expected to fill in the gap and contribute to the increase in knowledge of the usage of the HRIS in all sectors.

1.2 Research Problem

Human resources are the most important component of an organization. Caring for this essential resource (involvement, developing and training employees, and conceiving and implementing policies) increases the level of motivation for further work (Barut, 2010).

In the last ten years, information technology (IT) has infiltrated several domains of administration. The usage of this technology's capabilities has considerably enhanced human resource management (Buzkan, 2016). As indicated by Kumar, to use the most acceptable approaches to improve the future of human life and compensate for flaws in previous technology (2015). This new skill has improved the ability of human resource management units in all firms to operate more efficiently by utilizing modern technological capabilities (Bratton, 2017).

The company's value depends on the skills of its employees, which requires constant adjustments in recruitment techniques to attract talent to deal with the complexities of the global economy and accurately track huge amounts of information (Carneiro, 2011).

Human resources departments for HRIS have become vital for businesses to have strong and innovative human capital in order to get a competitive advantage (Wiblen, 2010).

This means that management and staff members are able to provide performance information straight to the HR department via electronic forms. This practice reduces the use of paper, which can minimize the time and cost of the HR Department.

That is why companies and individuals in Palestine are consistently looking for modernity to solve their problems with distinction. That is why they always seek to adopt new technology. Despite the numerous difficulties, there are many successful endeavors in Palestine to improve human resources, changing from procedural administration to strategic-level organizational participation with the goal of enhancing productivity and giving business insight and intelligence.

According to the researcher's field visit and interviews with key people from the HR departments of the three companies, the HRIS is implemented, but some employees have problems using the system due to technology and some employees lack proper training, with the elderly over 50 years old being one of them. The researcher looked into this further and came to the conclusion that some employees try to avoid making mistakes or using the system in an unfamiliar way. As the researcher was told by important people, this is a common factor for many employees, and the system's special development team is attempting to come up with a solution.

As the researcher was told by key people, this is a typical element for many employees. The system's special development team is trying to identify challenges and hurdles that employees face and try to overcome them.

Consequently, the impact of using HRIS is still unclear, and based on a review of the previous studies, this research has come to bridge the gap left by the previous studies by identifying the main functions of HRIS and its impact on employee performance. Therefore, the aim of this study is to get a better view of the use of the system in telecommunications companies and to study the impact of system adoption on the performance of workers in these companies.

1.3. Research Significance and Justification

(HRIS) significance

HRIS refers to the systematic way of storing information that helps each employee in planning, making decisions, and submitting reports to different departments with the required speed and accuracy. HRIS shows great consistency in managing employees and improving relations between them within the organization (Aksoy&Sallam,2018).

Besides, HRIS contributes significantly to raising the level of employee performance effectiveness by focusing on the planned goals and working to improve the knowledge and opportunities for employees to participate in organizational work. (Maier et al., 2012).

(Kaygusuz et al., 2016) explained that empowering employees is one of the important advantages of the system by encouraging them to participate, which creates the basis for employee affiliation to make a significant contribution to the organization.

Another study done by Shammy (2012) shows that HRIS ensures long-term professional safety for organizations by selecting the best talents and training the necessary human resources. It also improves organizations' response to employee needs by using a central data warehouse rather than searching through file cabinets. Hence, better management with less effort and more storage space safely in one place.

(Performance significance)

Performance is the result of an employee's work in performing tasks according to the set goal (Anggriawan et al.,2015).

According to Mahanadi, employee performance is influenced by a company's work culture. This requires employees who are capable of generating high-quality results because it has an impact on the activities of the organization as a whole (Mahanani, 2014). According to a previous study, we may improve employee and organizational performance by incorporating contemporary technological systems into all elements of an employee's work, guaranteeing that the person's work is completely consistent (Kemei, 2016).

Why Telecommunications companies?

The telecom companies were chosen for several reasons:

- Large companies enjoy economies of scale and have access to a higher level of financial and human resources that enable them to constantly invest in HR (Rahimi et al., 2015).
- Telecommunications companies are spread all over Palestine, serving all categories of the Palestinian people.
- The influence of an organization's lifetime is said to be considerable, and it can develop in two directions: good and negative. positively, because older firms

frequently offer a variety of financial and experience resources (Kumar,2015). Telecommunications companies are one of Palestine's oldest businesses. Some academics, on the other hand, have highlighted the detrimental influence of age on ancient institutions, citing the employees' habit of executing duties in a specific manner (Kennedy &Widenner, 2008). As a result, a completely automated system is likely to face numerous challenges. As a result, the researcher believes that the study will be more fascinating and demanding.

HRIS is a system that is not completely without flaws ,such as high cost-effectiveness where computers cannot replace humans. However, its proper and strategic organization and implementation can make the most of it in the long term.

Having said all this, HRIS is a solution to organizations' problems, adding strategic value to decision-making procedures, and a highly effective tool in enhancing the effectiveness of employee performance (Khin, 2019).

This study highlights the importance of HRIS practices as one of the modern management topics that significantly affect the performance of an employee, where the practices of HRIS aim to improve the performance of the employees with minimal effort and cost. Also, its importance comes from:

- This is one of the few studies on the effect of HRIS practices on employees' performance.
- To determine the impact of this system on the performance of telecoms personnel.
- Educating other businesses about the impact of HRIS techniques on their employees'

performance and the benefits that HRIS practices offer to the business.

Furthermore, providing recommendations for the practices of HRIS for different companies is a strong tool to create a transparent environment, increase the level of employee satisfaction, and enhance employees' performance

1.4. Research Objectives

The study's main objective is to examine the relationship between HRIS practices and employees' performance in telecommunications companies in Palestine.

The sub-objectives are as follows:

RO1) To investigate the relationship between HRIS recruitment process and employees' performance in the telecommunications companies in Palestine.

RO2) To investigate the relationship between HRIS compensation process and employees' performance in Palestinian telecommunications companies.

RO3) Determine the relationship between HRIS communications process and employees' performance in Palestinian telecommunications companies.

RO4) Determine the relationship between HRIS training process and employees' performance in Palestinian telecommunications companies.

RO5) To examine the relationship between HRIS performance appraisal process and employees' performance in the telecommunications companies in Palestine.

1.5 Research Questions

The study will be done to address the accompanying main question.

What is the relationship between HRIS practices and employees' performance in the Palestinian Telecommunications sector?

The sub-questions are as follows:

RQ1: What is the relationship between HRIS recruitment and the employees' performance?

RQ2: What is the relationship between HRIS compensation and the employees' performance?

RQ3: What is the relationship between HRIS communications and the employees' performance?

RQ4: What is the relationship between HRIS training and the employees' performance?

RQ5: What is the relationship between HRIS performance appraisal and the employees' performance?

1.6. Research Hypotheses

The study will be done to address the accompanying main Hypotheses.

There is no significant relationship between HRIS practices (recruitment, compensations, communications, training, performance appraisal) and employees' performance at $\alpha \leq 0.05$.

The sub-hypotheses are as follows:

H1.1: HRIS recruitment has no effect on the employees' performance at $\alpha \leq 0.05$.

H2.1: HRIS compensations have no effect on the employees' performance at $\alpha \leq 0.05$.

H3.1: HRIS communications have no effect on the employees' performance at $\alpha \leq 0.05$.

H4.1: HRIS training has no effect on the employees' performance at $\alpha \leq 0.05$.

H5.1: HRIS performance appraisal has no effect on the employees' performance at $\alpha \leq 0.05$.

H6.1: There are statistically significant differences in performance at $\alpha \leq 0.05$ in the responses of the research participants due to demographic variables.

1.7. Delimitations of the Study

1. Data collection is difficult since the human tendency, particularly in Palestine culture, is to retain data rather than share it.
2. Time frame: this research will take place during the second and first semesters of the academic year 2022.
3. Communication with HR management at Palestinian telecommunications businesses is difficult; therefore, they do not cooperate or answer to the researchers promptly.
4. Because of the sensitivity of their work, some employees are apprehensive about filling out research surveys.
5. Employees' lack of faith in scientific research.

1.8. Scope of the Study

To achieve the aim and objectives of this research study, the scope of the study mainly focuses on the telecommunications employees working at its headquarters in Ramallah.

The scope of data collection in this study was limited to the following:

The employees working in the telecommunications companies in the different departments were randomly selected. The reason for selecting the Telecommunications' employees in its headquarters is that they work under the same conditions. Their number is limited in relation to the number of employees in the branches and the difficulty of reaching them all, in addition to the fact that most headquarters are located in Ramallah.

1.8.1 Conceptual Framework

Independent variable The Dependent

(HRIS Practices)(Employee Performance)

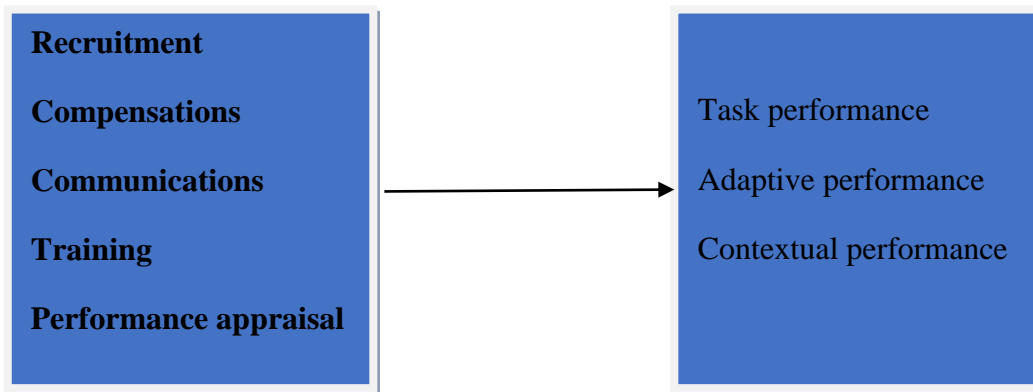


FIGURE 1.1: IMPACT OF HRIS PRACTICES AND EMPLOYEE'S PERFORMANCE.

The conceptual framework in Figure 1.1 above shows that HRIS recruitment, HRIS compensation, HRIS communication, HRIS training, and HRIS performance appraisal have a vital effect on employees' performance (Task performance, Adaptive performance, Contextual performance). Both independent and dependent variables are interdependent.

Furthermore, the researcher want to demonstrate that human resource information system practices (recruitment, remuneration, communication, training, and performance appraisal) have a favorable impact on employee performance using the conceptual framework.

1.9. Limitations of the Study

1. Geographical: The study covered employees' telecommunications companies in Palestine (West Bank) in their Ramallah headquarters.

1. **Population and sample:** The population of this study is represented by the total number of headquarter employees in the telecommunications companies (1450–1500 employees) approximately. The researcher administered the questionnaires to 320 employees, and the researcher collected 290 participants. But, the number of valid questionnaires was 281.
2. **Knowledge:** The study concentrated on the impact of HRIS on employees' performance in Palestinian telecommunications firms.
3. **Approach and Instrument:** The researcher used a descriptive approach to measure the desired objectives. techniques that use questionnaires for this purpose. The main purposes of the questionnaire are to meet the objectives of the research, answer the study questions, and finally collect data for the findings, discussion, and recommendations.
4. **Time:** The questionnaires were administered to the employees on September 13th, 2021, and collected on October 11th, 2021.

1.10. Structure of the study

The study was divided into five sections in order to sequence the information in order.

Chapter 2: Literature Review

This chapter is devoted to previous studies related to the research. It provides knowledge about the research and identification of the theories associated with the study and the problem of the study.

An introduction is given at the start of this chapter. Then there's HR, HRM, information management, HRIS, HRIS benefits, HRIS significance, HRIS applications, employee performance, and past research.

Chapter 3: Methodology

This chapter provides information about design of study and method that used in the research.

Chapter 4: Data Analysis and Discussion

Chapter four devoted to provide data analysis of the research and their discussion.

Chapter 5: Findings, Conclusion and Recommendations

References

Chapter 2: Literature Review

This chapter is devoted to previous studies related to the research. It provides knowledge about the research and identification of the theories associated with the study and the problem of the study.

This chapter begins with an introduction. Then, about HR, HRM, Information Management, HRIS, the advantage of HRIS, the importance of HRIS, HRIS Applications, employee performance, previous study.

2.1. Introduction

Human resources are the most important component of an organization. Caring for this essential resource (involvement, developing and training employees, and conceiving and implementing policies) increases the level of motivation for further work. (Barut, 2010).

(Aksoy & Sallam, 2018) stated that today's organizations play a pioneering role in advancing various organizational administrative practices. Human resources are one of the most critical and vital factors in the survival of an organization.

Das et al., (2019) Human resources also help the organization achieve its objectives by facilitating and improving cooperation between different areas of the organization. Human resources, in a larger sense, are the most important aspect of an organization's work processes.

Information technology (IT) has penetrated various areas of administration in the last ten years. Human resource management has benefited greatly through the use of the capabilities of this technology (Buzkan, 2016). To employ the most appropriate

methods to improve the future of human life and compensate for faults in previous technologies, as mentioned in (Kumar, 2015). This additional capability has strengthened the ability of human resource management units in all organizations to manage more efficiently using these modern technological capabilities (Bratton, 2017).

The company's value depends on the skills of its employees, which requires constant adjustments in recruitment techniques to attract talent to deal with the complexities of the global economy and accurately track huge amounts of information (Carneiro, 2011).

The use of human resources departments to the HRIS has become necessary for companies to have human capital with great and innovative experience to provide them with a competitive advantage (Wible, 2010)

By facilitating all employee communication, HRIS aids human resource departments in fulfilling their jobs. To achieve the organization's targeted level of performance, however, it became possible to focus more on the employees' abilities and competencies. In addition, when it comes to performance evaluation, information technology has surpassed administrative and institutional knowledge(Kaygusuz,2016).

This means that management and staff members are able to provide performance information straight to the HR department via electronic forms. This practice reduces the use of paper, which can minimize the time and cost of the HR Department.

According to study (Baard, 2013) employee performance is influenced by how work is performed. As a result, HRIS is recognized as one of the most critical tools that must be deployed in a company in order to boost employee productivity. In addition, it promotes a new organizational culture that can help the organization improve employee productivity and performance in the organization(Juma, 2018).

2.2. Human Resource

As stated by Bal et al., (2012) the HR process can be defined as the process of solving problems related to human resources in an organization. (Dhamiji, 2012), defines the human resource process as a set of coordinated activities aimed at integrating culture, organization, personnel, and organizational systems. He describes human resource strategy as the cohesion and result of unique behaviors that determine corporate effectiveness and success.

The working environments of organizations are intricate, and human resources are struggling to cope with workforces from various regions, even countries, so manual HR systems have become entirely insufficient. (Rosemond & Ernesticia ,2011) found that IT has had a substantial effect on human resources processes. Moreover, the emergence of modern standards of managerial work puts pressure on organizational management to adopt a new style, which leads to abandoning the traditional management pattern (Aggarwal&Capoor, 2012).

Human resource practices are changing at a rapid rate due to the constant evolution of technology (Braton & God, 2017). As a result, traditional human resource management practices have gradually become obsolete (Cascio, 2015). And the only way to thrive is to accept technological improvements, which has necessitated businesses' understanding of scientific advancements and their scope (Al-Dmour et al., 2013). As a result, most HR functions have undergone some automation to increase the efficiency with which users' needs are met.

So, the Insights which are capabilities that computer systems no longer possess (and thus cannot be transformed into symbols), as well as the ability to analyze, evaluate, and grow new ideas, are among the characteristics that human resources experts must

possess to stay on top of each extrude and improvement. Fortunately, human vision and linguistic skills are still essential for this, as is the ability to adapt (Akosy&Sallam, 2018).

And,the HR experts have to be capable of innovating new operating strategies and bringing up unique thoughts that make the company stick out more than many companies (Baard et al., 2014).

The best worker in the subsequent decade is defined as a T-formed character with vast knowledge of at least one subject matter, who is capable of translating this information into a much wider variety of disciplines. As a result, the HR expert knows very little about recruitment, compensation, benefits, expertise management, training, regulations, and statistical analysis (Haines et al., 1997).

How does the work and business world adapt to the new reality? What role should the human resources department play? To answer this, we will explain how modern companies deal with major technological challenges and how these challenges shape the future of human resource management: The company's first task is to change the way they work and improve their flexibility to build the organization's future, and employees keep learning (Boxall& Purcell, 2011). According to (Cascio, 2015), the pace of technological change requires us to prepare for what may happen in the next few decades. The solution is to continuously learn to provide the required skills and knowledge in the digital human resources department. As the entire organization goes digital, HR needs to continue to take action, implement new digital workplace plans, and launch new mobile apps and other plans and tools to change the way companies operate in the Human Resources Department.

(Kumar, 2015) stressed that human resource analysis refers to the extensive use of data to make decisions that affect employees at work (who to hire and who to promote) to improve the recruitment process and increase business productivity. Finding a balance between new technology and labor is a new challenge for all human resource workers. They must determine the types of jobs that machines can replace and what humans need to do. To find out, you need to re-evaluate your work.

2.3. Human Resource Management

Many researchers defined human resource management in various ways, but the core meaning of human resource management is concerned with employee management and a method of implementing HR strategies, policies, and practices in the organization (Ball et al., 2012). Human resource management is about managing employees as an organization's assets, as well as hiring employees, training them, and developing appropriate guidelines and retention strategies. In addition, employees are always referred to as human capital, like other resources. The goal of HRM is to empower employees and reduce organizational risk (Galanaki, 2002).

HRM is a critical component in maintaining and growing a business. Thus, the HRM practice is to reinforce employees inside a workplace to attain the organization's desires and improve the health of the business when executed successfully and to satisfy organizational objectives (Shankarrao, 2019).

From the understanding of classical management to the data age, human assets and their control have constantly been indispensable and irreplaceable resources and elements in organizational strategic activities, and they must be used to achieve goals and maintain

superior competitiveness, in addition to generating available potential jobs in the organization's external environment (Snell & Bohlander, 2010).

HRM is carried out by HR experts who are in charge of the day-to-day HR tasks. Hence, each organization's HR department consists of a full department, and HR departments vary in size, structure, and the nature of their employee positions. HRM has undergone numerous modifications, making it an even more important function in today's firms. In the past, HRM served as an administrative function rather than the organization's current strategic role (Awan, 2015).

For two main reasons, people's perceptions of human resources and their ability to manage, activate, rehabilitate, and develop them have changed, resulting in local requirements that are similar to, if not identical to, global requirements: globalization and the rapid spread of information technology (Buzkan, 2016).

According to (Maier et al., 2012), the future of HRM is inextricably linked to the future of senior management, the future of the corporate environment, and the self-esteem of HR employees. Because the more opportunities these people have to shape their own future, the more interested they are in the ideas and applications of this department. Therefore, human resources must have a future-oriented direction to help organizations achieve their goals, employees' goals, and social goals with a scientific method against prejudice and favoritism.

With uncertainty comes change and challenge, and companies that thrive are managing change appropriately by thinking about continuous self-evaluation and a trend towards improvement (Nawas, 2014). Also, prosperous companies are quick to understand the signals stemming from change and learn how to adapt to the greatest horizons for human resources, and this is evident to us from previous studies that adopted the best

human resource practices and summarized them with the company's ability to notice signs of change and act accordingly to them and act quickly to survive (Rahimi et al.,2015).

As a result, human resource management must keep up with the rapid technological development in all aspects of work, the acceleration of industrial automation, the decrease in demand for labor, and the spread of multinational corporations (Shareki, 2019).All of these things led to a decrease in the demand for manpower because the modern automated industry needs a few workers and needs to raise the minimum level of scientific qualification for a worker to deal with machines programmed in one or more programming languages that have a foreign language sometimes (Juma, 2018).

According to (Bratton& God ,2017), human resources management will become more important in the future because it is on the verge of four fundamental changes:

- By increasing its investment in planning and customizing individual policies, it will play a more important role in managing administrative processes.
- It will become more creative and positive as the focus will be on the goal and not on the meaning, and on substance rather than form.
- Its responsibilities will expand to include developing the organization after it was confined to its maintenance only.
- Higher management of the organization will become more closely related to HRM.

The legal agreements of different countries on human resources issues are based on the international level of human resources and are related to certain rules of the International Labor Organization (ILO), which determine the personnel policies of the public or private sector (Aggarwal&Kapoor, 2012). In the 1970s, the scope of this

process expanded, and human resource management reached an average level sufficient to regulate and control labor relations. It is introduced and becomes clearer in the strategic decision-making process of the organization, and influences management and its adoption (Troshani et al., 2011).

This development can be seen as the unrestricted beginning of future human resource processes, including various sub-processes such as selection and recruitment, workflow planning, performance evaluation, training, and continuing education, and retirement as a documented human resource management process (Johnso & Gueutal, 2012).

As a result of the information revolution, the administration activities have turned into HRIS gradually (Khin, 2019). However, organizations are very worried about the automation systems, but migration to HRIS will reduce the troubles through planning and proper monitoring (Shahreki, 2019). Again, to deal with HR in the new era, HRIS is used to obtain, store, and deliver information about the organization's human resources (Said et al., 2019).

In addition, HRIS as a tool for improving management performance and achieving effectiveness necessitates a robust infrastructure to absorb new advancements in the sector (Maier et al., 2012). Human resources are considered as strategic assets in order to attain the organization's long-term competitive advantages.

In this century, change occurs in two aspects: the first involves the continuous renewal of the technologies used in business management and the adaptation of society and organizations to these technologies; the second dimension is more important because it is related to change and actual business processes related to organizations in the field of physical and mental movement (Shammy,2012).

The current human resource management practice is seen as a management understanding that makes other processes in the organization more functional and improves efficiency and profitability through skilled labor. It also gives the organization a competitive advantage and improves the organizational reputation and the success of internal and external organization environments. Human resource management is a process that involves the effective use of human resources to update the organization's strategic goals and meet the individual needs of its employees (Boxall & Purcell, 2011). As a natural result of our time's political, economic, and social relations, HRM means implementing all policies to support the attracting, recruitment, replacement, training, and professional development of employees, as well as getting them ready to run and increasing organizational efficiency (Snell & Bohlander, 2010).

On the other hand, HRM is based on two important concepts related to the above functions: first, to improve the work efficiency of employees by using their knowledge, skills, and abilities to achieve company goals; and second, to meet the needs of employees and encourage them, thereby increasing job satisfaction. HRM uses the most important incentive and protection functions in order to achieve these two goals together (Obeidat, 2012). Generally, human resource management has four main universal goals (organizational, functional, social, and personal goals). These destinations provide a compass function for safely navigating the functions of people in the organization (Sadiq et al., 2012).

Even in the 21st century, digital and IT skills acquired through training and talent are the benchmarks of manufacturing capabilities. Creativity and digital skills will eventually lead to a more innovative workforce for industrial and service companies. Nowadays, managers have adopted a strategic view that says the main determinant of

organizational effectiveness and productivity is human resources with modern knowledge, skills, and talents and the ability to manage these resources (Kristine et al.,2006).

Managers who allocate resources to help companies achieve their strategic goals can improve and develop employee performance through appropriate strategic human resource management (SHRM) techniques in the information age (Kemei, 2016).

SHRM is a set of activities that take place in the context of internal and external disparities in skills and capacities, as well as opportunities and dangers, and are impacted or defined by human resource strategy and working practices (Awan, 2015).

Positive and negative differentiating elements of human resource management should be incorporated into the various strategic HRM, strategic planning, and strategic renewal processes (Cascio, 2015). As a result, maintaining harmony among the many parts is critical: the external environment, the organization's personnel strategy, the competitive process, the emergency plan, and the overall strategy (Boxall& Purcell, 2011).

Through the use of best human resource practices, will achieve the best change and integration with modern technology. It will be by the ability to notice signs of change, act according to them, and act quickly to survive. Also, the ability to experiment: things do not happen correctly the first time. Therefore, adjustments through experiments will lead to more powerful systems in the long run (Johnson &Gueutal, 2012).

Therefore, human resources management must keep pace with the rapid technical development in all aspects of business, especially with the acceleration in the field of industrial automation.

According to (Obeidat , 2012), human resources management will become more important in the future because it will become more creative and positive. Its responsibility will expand to include developing the organization, and higher management will become more closely related to the management of human resources.

Technological progress brings innovative techniques for doing business. Technological innovation in every job has a great impact on the organizational performance and helps to increase the competitiveness of organizations, but the success of organizations depends on the performance of HRM by creating a database capable of accessing any piece of information when needed (Saleh, 2014). Also, (Chugh , 2014) stated that human resources are pondered to be an organization's most valuable resource.

Many researchers discovered a positive relationship between HRM practices and organizational structure performance, and they tend to investigate HRM practices with the help of the Human Resource Management System and assess their impact on employee development.

According to (Snell & Bohlander , 2010), the process by which top management determines organizational goals, objectives, and how they will be achieved connects HRM with strategic goals, improves business performance, and fosters innovation and flexibility.

Internal strengths and weaknesses study also aids in the development of an innovative and flexible company culture. HR specialists assist firms in developing plans to grow their human capital by customizing specific HR procedures. HR technology that supports organizational operations has a primary purpose of selecting, motivating, and retaining individuals in their roles (Hayajneh et al., 2013).

Researchers discovered that HRIS helps to improve the effectiveness of strategic human resource management as well as time and cost savings. Human resource policies help senior managers define the requirements for employees in order to achieve the strategic goals of the organization's long-term business plan and employee development commitment, which can be considered strategic HR planning. (Maier et al.,2012), Strategic HR must be related to the strategy of the organization and not only the planning and implementation of procedures. But also the control of results by managing the dynamic vision of the resources.

2.4. Management Information system And HRIS

Since the beginning of 1945, organizations have recognized the importance of human resources management. Although significant changes did not occur until the start of the HRIS explosion in 1960 (Kavanagh et al., 2017).It is no longer human resource management limited to administrative purposes, but also important for strategic purposes (Kumar &Parumasur, 2013).

The work environment in organizations is becoming more and more complex. There are difficulties in working with laborers scattered across various countries and cultures. Therefore, manual employee management systems are far from enough (Troshani et al., 2011).

Through recent technological developments (Saleh, 2014), it is possible to create an interactive,information-driven, and self-service work environment. This development goes even further, and now 800,000 petabytes of data have been disseminated globally. These developments showthat today's information and big data are part of

organizational capital, and the controversial dynamics of the information economy in recent years have caused controversy (Bratton et al., 2017).

The company's human resources are regarded as strategic capital to achieve a sustainable competitive advantage over competitors. So, information technology has a significant impact on HR processes and practices (Al-Kabsi, 2010). The ultimate goals of HRIS implementation are access to information and early response (Bal et al., 2012).

Therefore, information-sensitive organizations intend to use them more than other organizations.

However, the application of HRIS is becoming so widespread and popular that now all companies, regardless of size and age, are struggling to adapt to HRIS (Bratton et al., 2017).

Many researchers have tried to define HRIS through its objectives. (Nawas , 2014), stated that HRIS is a tool used by the organization to provide information on employees to HR professionals and management to increase organizational effectiveness.

According to (Kavanagh et al., 2017), HRIS is implemented to assist developments within the organization. Nawas' definition of HRIS implies that HRIS is a tool to achieve organizational objectives. (Kemei, 2016), argued that HRIS is a system used to analyze and distribute information about an organization's HR.

(Al-Zu'bi , 2014), presents a definition that is comprehensive in terms of both the processes and their objectives. He argues that an HRIS is a systematic procedure for collecting, storing, maintaining, and retrieving data needed by the organization about its HR and employee activities. In their study, (Kavanagh et al., 2017), described HRIS in detail as a computer system used to collect, store, process, analyze, retrieve, and disseminate information. In addition to hardware and software, it also includes

personnel, policies, and procedures. (Dileep , 2010),indicates that HRIS can support organizations by automating all workforce planning functions.

Information management is defined as three basic information operations: collection, storage,and transmission (Zira et al., 2017). Information management is a comprehensive and systematicapproach in which all information resources are defined, managed, and shared. They alsoinclude the skills needed to achieve the specific goals of the organization. The purpose ofinformation management is to manage important and useful information for the organization.

When the correct information is provided, the efficiency of the organization begins to grow. Itappears at the right time and the right place (Nawas, 2014).

The computer environment that compiles, organizes, shares, and integrates the collected data as needed is called an "information system." The information system is used in the organization to manage information. The management information system has subsystems such as a decision support system (DDS) and a personnel information system (HRIS).

The management information system plays a more important role in transforming internal and external raw datainto useful formatted and structured information. In the decision support process, it is transferred to the DDS subsystem to solve complex management problems and facilitate more efficient and effective decision-making (Snell &Bohlander, 2010).

The concepts and definitions of HRIS show that it is associated with the electronic storage and retrieval of information related to an organization's HR.

According to (Obeidat , 2012), HRIS can be described as a computerized information system that can combine data from different sources to provide necessary information

for management decisions. Recently, MIS automation has become more and more popular. These automated systems have led to major positive changes in the management decision-making process in the organization (Wiblen, 2010).

(Dileep , 2010), indicates that some researchers often refer to HRIS as e-HR because it involves the use of electronic media to manage employees. Also, HRIS is concerned with information that could be of use to the HR department of the organization. But HRIS is different from enterprise resource planning (ERP), which is considered part of EHRM and includes all systems used by the organization to integrate HR information using electronic means. Thus, ERP is a more developed system, while HRIS is a more focused system used by the HR department and sometimes by the management of the organization. While ERP spans all major activities of the organization, HRIS is concerned only with its HR functions.

HRIS is an organized approach for measuring and evaluating the current operation of human resources. It is a subsystem of the management information system. HRIS' operations, as well as the decision-making and planning that goes into them, set it apart.

Managers and HR professionals can use HRIS to make faster, more accurate, and efficient choices and feedback (Rosemond&Ernesticia, 2011).

HRIS mainly stores employee data. The system consists of three subsystems: a subsystem for planning and recruiting human resources, which contains current information about job requirements and positions; a subsystem for managing wages and benefits, which contains salary history for employees; and a training subsystem to support career development. In addition to data on employee performance, skills, and talents (Obeidat, 2012), HRIS is a process that enables a company to collect, store,

update, and analyze data as well as generate many necessary reports on its own human resources performance, organizational units, and their characteristics (Said et al., 2019).

2.5. Advantage of HRIS

Some researchers have discussed the benefits of implementing HRIS. Said et al.(2019), recognized administrative and strategic advantages. Khin (2019), identified five main advantages of HRIS implementation and said HRIS can significantly improve the performance of the humanresources department, thereby gaining a competitive advantage. HRIS can generate many HR reports. Also, HRIS can promote the use of employee self-service (ESS), which in turn makes employees a mature partner in HRM, and a mature HRIS can ensure successful HRM reengineering.

Many researchers have widely recognized the benefits of implementing HRIS. However, Juma(2018), pointed out from a different perspective that although companies are generally willing to adapt to innovative changes to increase their competitive advantage, many companies face challenges in adopting new technologies. Due to a lack of sufficient funds and skills and technologies, Nevertheless, (Cascio , 2015) pointed out the pitfalls of HRIS that can be expressed due to the unfavorable interface, incompatibility with existing management and information systems, insufficient documentation and training of the recently introduced HRIS, and resistance from management and employees.

HRIS plays a role in human resource management as well. It helps the company manage all human resource information, including assessments, training, and development. According to Bratton et al. (2015), organizations should implement HRIS because it can help develop skills by developing and improving human resource management

processes. The system supports the human resources department's transition to electronic control processes.

(Dileep , 2010), The ability to update data and make changes in real time is one of the benefits of implementing HRIS in the human resource process. This approach has the potential to improve the efficiency of human resource management. HRIS can also standardize human resource procedures and decrease redundancy. It can easily track staff shortages, labor quantity and quality, and plan for future workforce HR process requirements.

The long-term planning and reporting of your company's human resources operation can also be aided by HRIS. According to (Maier et al., 2012), HRMIS can help with basic recruitment, training, communication, planning, and other procedures, as well as provide executives and executives with accurate and timely access to diverse personnel data and activities.

HRIS is about solving organizational problems to ensure profitability and reducing management burden, as well as standardizing human resource processes. It is a very powerful tool that can improve the efficiency of human resource management and organizational performance (Kumar&Parumasur, 2013).

(Haines et al., 1997),attributed the effectiveness of HRIS to its ability to provide more efficient and faster results than the manual processes. They warned that HRIS can be considered a necessary measure for the organization, but if they are not using effective tools for the HR function, they may not be able to improve efficiency. On the contrary, they may reduce efficiency.

To improve productivity, a successful HRIS aids in the planning and implementation of critical management processes in the organization, such as decision-making, technology selection, and organizational structure (Das & Saha,2019).

Studies have revealed that HRIS promotes the efficiency of HR work and reduces firm costs and time. The majority of organizations employ HRIS for implementing the training programs and managing the employees' performance (Akosy& Salam, 2018).

In this regard, experts believe that HRIS demonstrates the potential for enhancing productivity, minimizing time, reducing management costs, and allowing the HRM to have more strategic duties (Nawas, 2014).

By implementing new technologies that maximize organizational efficiency and effectiveness, HRIS aims to improve human resource functions, enhance return on investment, and accelerate growth for the betterment of the organization as a whole. Kumar and Parumasur (2013). In addition, due to the fact that HRIS eliminates the "HR middleman", fewer human resources professionals are needed (Shammy, 2012).

(HRIS) can promote the implementation of human resource management practices in an organization. It has become an important strategic tool because it collects, manages, and communicates decision-making information in a fully integrated organization. So, it must work with other systems to achieve and improve communication between departments. Because HRIS processes the confidential personal data of employees, the security of the data must be ensured during the information transmission process, trends, cost evaluation, and management comparisons with other competitors (Khin, 2019).

The new HRIS trends seem to impact workforce planning, including organizational goals and new technologies. The enterprise resource planning (ERP) system connected to the HRIS subsystem gives the company a clear competitive advantage over its

competitors. There are two types of HRIS: "simple" and "complex". The management of electronically stored wages and social benefits and employee absence records is marked as "simple." The use of information security in selection and recruitment, training and development, and performance evaluation is marked as "complex".

HRIS, according to (Kristine et al., 2006), is becoming increasingly vital for the successful implementation of an organization's strategy. (Shammy, 2012), also sees it as a strategic resource for an organization. Information system strategies, according to (Kemei , 2016), can be ordered around concepts that arise from rigorous study and detailed planning. Your application, however, will not be approved. Instead of worrying about random, exciting, or self-evident ideas about human resource strategy, it is wiser to assess the organization's long-term goals and establish a company strategy.

The HR strategy must not only be in sync with the company's strategy, but it must also be in sync with other strategies that help firms achieve medium- and long-term strategic goals.

HRIS, according to (Shammy, 2012), is a computerized process that is used to complete tasks within an organization and plays a critical part in computer-aided personnel management systems. As a result, the strategic plan for human resource management should not only align with the company's business plan, but also with the information system's strategic plan (Hayajneh et al., 2013).

In addition, human resource management can build HRIS technology based on corporate culture and its consistent use, thereby facilitating the transition from active and passive management to active and passive management and active strategic business partnerships (Sadiq et al., 2012).

More use of HRIS makes it easier to collaborate with HR professionals, so they have the opportunity to spend more time on internal consultations. In the complementary approach, some people believe that HR professionals must provide managers and users with necessary and sufficient information at all stages of maintenance, planning, and control, and the management of personal data for all employees (Troshani et al., 2011). The designated information provided by the human resource information system must have certain attributes, such as adaptability, come from the correct source, with the correct method, completeness, and accuracy, and be analyzed and used correctly to quickly send it to the user (Shammy, 2012).

(Khin , 2019), One of the main advantages of HRIS is its contribution to the effectiveness of management functions. It provides strategic advantages for the organization. In addition, some other contributions from the company's use of HRIS in HR can be counted as savings in job search, risk management costs, financial planning, workplace control (personnel requirements), attendance reports and analysis, personnel planning, transportation planning, accident prevention, and reporting (Khashman, 2015).

There are some studies in the Palestinian context that discuss HRIS adoption or improvement, although the most of them are focused on the health or education sectors.

(Al-Hassanal, 2011) conducted one of these studies in the Gaza Strip to identify the organizational and technical obstacles (financial and human) to implementing HRIS in Islamic university administrations and to devise mechanisms to overcome them. The study stated that administrative systems must be developed to keep up with changes in electronic management, as well as work to improve the productivity of administrators and prepare them to deal with HRIS.

2.6. Importance of HRIS

Much of the research work focuses on the importance of HRIS. One of these studies, by Ammar(2012), found that HRIS implementation can improve employee performance and organizational productivity. According to Kavanagh(2017), the HRIS places the organization's focus on administrative efficiency. It goes on to add that an integrated system extend HR beyond basic administrative tasks to strategic applications.

Another study sought to explore the grade of employing HRIS in the Gaza Strip and its relationship to the quality of the service provided to the students in Palestinian universities. The study showed that universities ought to give full employment to HRIS and assist specialized experts in the employment of HRIS, and it also recommended focusing on delivering services by using high-electronic technology (Al-Agha, 2012).

However,Carneiro highlighted that HRIS faces the challenges of uniqueness in different organizations, such as organization culture and language barriers. However, HRIS enables more transparent decisions, and HRIS includes people, policies, and procedures (Carneiro, 2011).

(Awan, 2015) is of the opinion that HRIS is a systematic way that lets you keep track of information for every employee and distribute it to the organization. Also, (Wiblen et al.,2010), agree with Awan that the HRIS, due to the huge database of all employees, can support HR practices such as benefit and payroll administration, workforce planning, staffing, and employee relations. Furthermore, (Mier et al., 2012), argued that HRIS, through automation of intensive operations, would decrease organizational costs and be an instrument that increases efficiency.

(Adelekan , 2016), sought to explore whether implementing HRIS provides cost efficiency and reduces managerial workload. The study showed that HRIS enhances the

effectiveness of an organization.(Khin, 2019), explained that using HRIS in HR provides managers with It explains that using HRIS in HR provides managers access to data and allows them to analyze and make decisions without consulting the HR professionals.

2.7.HRIS Practices

2.7.1. HRIS Recruitment

According to Obeidat (2012), recruitment is the link between potential candidates and job Opportunities: Job centers, employment agencies, and databases are used to fill this need.

Despite the fact that many academics have studied recruiting tactics in depth, they have not addressed how modern technology, notably HRIS, might assist businesses in improving and strengthening their hiring procedures. Selden (2000) investigates the efficiency of the recruitment system, organization, and methods for disseminating human resource information, or employee choice.

Recruitment involves finding the best job candidates through an application process that provides a large number of qualified candidates and an effective and reliable selection system. All company jobs must comply with all legal requirements related to employment and equality options. Therefore, these recruitment processes have a significant impact on the quality and type of skills new employees bring (Zira et al., 2017).

(HRIS) promotes administrative activities related to the organization of human resources. The HRIS provides important information about how many people work in the company and where they are located. Chugh (2014), discovered that HRIS as a

computer system has become an important tool for human resources management. It collects, processes, and communicates.

2.7.2. HRIS compensations

Most workforce planning functions are organized around HRIS, including the recruiting of new employees. Some of the most significant human resource tasks are recruitment and selection, which must be planned and implemented properly and efficiently in order for the business to succeed (Obeidat, 2012).

HRIS-Compensation is an HR management process that plans and manages any type of compensation the company pays to employees in exchange for their work. Although salary management includes payroll, there are also benefits, bonuses, etc.

This subsystem contains information regarding the company's compensation and benefit programs, as well as policies and procedures related to these plans (such as obtaining bonuses), and may include bonus structures. In addition, this subsystem will provide information on the type of pension, whether cost-sharing agreements exist, and what happens if employees take unpaid vacation (Sadiq et al., 2012). Promotions, fringe perks, and allowances up to the starting wage of new employees are also taken into account in salary management.

Compensation management can sometimes be more complicated, but doing the right things can ensure employee satisfaction to a large extent. It's a good idea to use your personnel information system, or HRIS, to help you manage your payments. How can HRIS help?

Your first question might be why you should handle your compensation with HRIS.

What can you do to assist in the completion of this task?

You may want to know how your HRIS can help you in this regard. The first and most obvious thing the system can do is track compensation, HRIS can help you determine who should get a raise. This is not the only role of HRIS in helping you manage your compensation. HRIS can also help you review and manage performance, and track employees from recruitment to other salary levels (Khin,2019).

There are many benefits to using HRIS for employee compensation management. An employee compensation management system can help reduce errors and save a lot of time for human resources personnel. Many processes can be automated, and data can be synchronized across multiple systems. In addition, many HRIS solutions with salary management functions also provide self-service portals for employees to view salary information and update their personal information (Ammar,2012).

Moreover, when employees receive different wages based on seniority, income, and level, it may be difficult to keep organized. Most HRIS software solutions allow the creation of employee profiles, which allows you to view employee hourly rates or wages and start dates at a glance. Being able to see everyone's rewards in one place can help you identify gaps and opportunities (Kemei, 2016).

Once you decide to adjust your employee's salary, HRIS allows you to incorporate this information into many different areas. When the role of an employee changes, different work codes and permissions may be required, payroll may need to be adjusted to reflect changes in wages, and welfare products may change. HRIS can configure them automatically or make the necessary changes in just a few clicks (Ammar, 2012).

2.7.3. HRIS Communications

The communication tool facilitates cross-organizational regulatory communication, allowing all organizational measures and modifications to be coordinated (Cascio, 2015). Communication in the workplace is arguably the most important factor in motivation, productivity, and employee loyalty. Communication in the workplace creates an organizational culture, creates or mitigates conflict, and sets the tone and pace of what people accept and expect. A suitable HRIS means a sufficient communication mechanism for all employees inside the organization (Kavanagh et al., 2017).

(Awan, 2015), HRIS can provide many useful tools that can help improve communication in the workplace. However, it is important to ensure that you use these tools correctly to improve communication. The message option is a common function of the HRIS software, but sometimes they will communicate in person. In this case, managers can use video communication software to communicate.

New Communication Tools:

With the messaging options provided by HRIS, employees and managers can communicate and collaborate using their devices from anywhere. This opens up new communication possibilities and enables employees to solve problems they don't like on the way to work or in a hurry. This can create an "open door" policy and reduce some of the pressure associated with communication (Saleh, 2014).

- Self-service workflow

(Khin, 2019), The options and the ability to request changes to personal information are simplified communications that can overcome more complex communications that you

may not need. The human resource information system will save you time and eliminate the hassle. You can usually get the same result.

- Eliminate distance barriers

HRIS messaging options can help fill in the gaps in space for employees around the world and create more consistent and collaborative teams with different cultural, Messaging can also help overcome language barriers by providing translation options (Khin, 2019).

- Group Messaging

(Al-Zu'bi, 2014) In addition to one-to-one communication, the group messaging option enabled through HRIS is useful for certain types of communication. In this way, advertisements and information about the company can be exchanged, and group messages can enable employers to identify new individual employees in front of colleagues, which makes employees feel good and motivated.

- Video Communication

Video conferencing software is becoming more and more popular. Certain types of communication still require face-to-face interviews. But using the video conferencing function in HRIS can help restore face-to-face conversations with the technology. This is especially useful if your company has employees who work remotely or in different offices. Managers can communicate equally with all employees near and far (Al-Zu'bi, 2014).

Some of the benefits of HRIS software in improving communication:

- New options for communication

Organized communication is an indispensable element in any business. Meeting activities often do not produce the expected results. In addition, the one-on-one

conversation time may be too long. But through the messaging options provided by HRIS, all employees can use their own devices to communicate and collaborate from anywhere.

This state opens up new communication possibilities. Using the right platform for the right dialogue is essential, and this also applies to communication in the workplace (Buzkan, 2016).

- Implement an independent workflow.

HRIS software enables employees to access information, create schedules, create and modify approvals, and select their development plans. That increases employee satisfaction and productivity. The purpose of this system is to provide employees with information about the company. The system can help employees avoid unnecessary processes that must be passed through when applying for leave. With this system, the HR Department can optimize time and communication (Shammy, 2012).

- Unify all employees on one platform

Poor communication between team members is the biggest obstacle. Organizations need to promote the flow of ideas and collaboration within the organization so that they can work even when the work is done remotely. The platform for all participants to communicate in groups. This feature provides instant communication, and all team members can easily exchange ideas and opinions (Khin, 2019). This is one of the correct steps to avoid confusion. Since employees can add information and comments that anyone can access, this feature helps improve coordination, complete work faster, and increase team efficiency. Also, a platform can tag colleagues or superiors who want to participate in the conversation (Shammy, 2012).

- Enable personal communication

Face-to-face messaging is becoming more and more popular in the workplace, especially during the COVID-19 pandemic that requires a telecommuting system. Finally, this method has become a new habit in this system. Private messaging enables remote employees to communicate in real-time as if they were in a workspace, therefore maintaining productivity (Kemei, 2016).able personal communication

In short, HRIS can help improve communication in the workplace, but it cannot replace other types of communication in the workplace. Employers must work hard to establish smooth communication and create a team environment.

2.7.4. HRIS Training

Users' training is essential in the adoption of HRIS. In most cases, HRIS features are not fully utilized due to a lack of skills, insufficient computer knowledge, or difficulty in using the systems. Employees who have received more training are expected to be more pleased with the system and its applications to a greater extent (Hayajneh et al.,2013).

The training is aimed at employees who use technology that allows them to access required files through a decentralized computer database, which saves time and streamlines the process.

By choosing a new HRIS software, and adjusting the system for optimal performance, and then moving processes to use the new system, some companies believe that the most difficult part is over. However, without proper preparation, even the best HRIS may fail. Since the introduction of HRIS, companies have been exploring how to use their human resource software systems for training and learning management. The

software, or HRIS, can be integrated into a separate learning management system (Ammar, 2012).

(Hayajneh et al., 2013) pointed to The best HRIS training options may vary from company to company. Executives need to analyze different HRIS training methods, and carefully consider which ones best suit the company's culture and structure. There are some best practices to optimize your learning management. When making or revising your exercise plan, keep the following points in mind.

- Create a learning journey

The learning journey can be simple or complex, interactive or read-only, depending on your HRIS and how you plan to use the training features. It represents a possible path for employee development, the steps of which appear in the form of training modules or courses. Expressing the learning path as a way of promotion, bonus, and salary increase can provide employees with an inherent motivation to participate (Chugh, 2014).

Learning journeys can be used to plan a clear succession. Employees should, in theory, provide feedback and make judgments about the best learning and development path for you, allowing you to better utilize your skills while enhancing engagement and job happiness.

- Classroom training

"Classroom training" allows employees and managers to take a break from office work and truly focus on learning the new system faster and more effectively. Especially when employees learn from their colleagues' views of the system, Unfortunately, for large organizations or companies where employees rarely are in the same location at the same time, it is unrealistic to teach HRIS in the classroom (Saleh, 2014).

- Self-training

The ability to train employees in the new HRIS using self-training depends on the materials provided by the provider. If the supplier provides detailed guidelines or training manuals, employees can use the provided materials for training. This saves time and money, and makes it easier to train many employees with different schedules. However, it may be difficult to assess everyone's genuine comprehension of the system if this alternative is chosen (Chugh, 2014).

- Training –online

Online training is becoming more popular in many disciplines, including HRIS training, which can be more effective and cheaper. However, when employees have little experience with the HRIS system, a lack of direct supervision and support can hinder the learning process.

- Role based training

Role -based training helps to reduce the amount of information related to the needs of all employees in the system, depending on their role in the company. Although this may be faster and more effective than bringing all employees together, it may not be realistic for companies where multiple employees are meeting at the same time (Ammar, 2012).

- Tracking progress and certificates

As employees make progress through training modules, courses, and tests, the Learning Management Center can be used to track their progress. In some cases, it is even possible to keep records showing that employees have obtained appropriate industry certifications. This helps with compliance and reporting(Awan,2015).

Certain online training tours automatically track the progress of employees and record their certifications and tests performed. Using this feature, employers can more easily view and evaluate team development, thereby saving time.

2.7.5. HRIS Performance Appraisal

HR managers can analyze employee performance using tools like CPM (Computerized Performance Monitoring), according to (Kemei , 2016), Managers can assess each employee's work during a short period of time, as well as the flow of information about the employee's performance within the company.

The performance appraisal system form is used to evaluate employee performance, determine the potential for future career development, and most importantly, increase productivity. This is a merit qualification that must be beneficial to both parties (companies and employees) and should be continuously reviewed to meet the requirements. Compare the benchmark performance scoring system with the performance of a specific task, and determine and evaluate current performance, need to enter and exit, including salary, salary increase, expectations, promotion, and management planning. A person's work can be regularly evaluated, potential opportunities identified, and training and development needs identified (Kristine et al.,2006).

(Rosemond & Ernesticia, 2011), report that the employee wants to recognize precisely what's predicted for him and the way the company measures their overall performance and results. with the assistance of a proper and systematic assessment plan and identified Effective design reviews can improve the performance of future employees; scoring schemes can also form the basis for analyzing financial compensation and planning career development. Data used to evaluate individual employees, such as deadlines, grades, and so on, is provided through the performance appraisal system.

2.8. Employees' Performance

Functional performance expresses the worker's efficiency and connects to the outcomes that management is seeking to achieve (AL-Kabsi, 2010). On the other hand (Simsek & Aage, 2015), showed that companies need to make full use of the skills and talents of human resources to ensure that they are motivated to work so that companies can achieve their goals by adhering to strategies. (Shani & Tesone, 2010), found that the most important criterion for human resources is to evaluate the performance of employees to determine their skills and talents.

(Baard et al., 2014), stated that the clearly defined processes, goals, and effective laws that enable organizational culture to understand what is expected from employees may have supporting or hindering effects on employee performance and satisfaction. (Adelekan, 2018) has a similar opinion where HRIS is a system that can decrease waste through the appropriate implementation of HRIS. It can improve the quality of an employee's performance and increase organizational performance.

Employee involvement in information systems development will ensure both the system's and employees' usage satisfaction with the system. Attitude to new ideas or innovations is significant to the execution of the new system. Information system execution might be restrained due to the lower trust and communication groups as well as staff involvement (Shahreki, 2019).

Project performance is significantly related to the known certainty and frequency of user involvement. Therefore, the employees who were involved in the decisions related to technological changes will respond more positively to the adoption of that particular technology than the employees with a low level of involvement (Obidat, 2012).

2.9. Review of Related Literature

The current HRIS literature shows that these systems affect human resources in organizations in different ways, but they have little effect on explaining this diversity. (Bal et al., 2015) suggested that HRIS is mainly used to automate daily tasks and "replace file cabinets".Saleh, (2014), believes that several authors found in their research that HRIS is increasingly used for strategic decision-making in human resource management. However, the level of strategic use of HRIS in organizations is changing, Most companies just continue to use HRIS Deal to reduce costs (Nawas,2014).

In practice, institutions are not sure what advantages HRIS provides, but are not hesitant to use the system in practice. Improving accuracy, obtaining information in a timely and fast manner, and saving costs are some of the most common benefits of HRIS (Sadiq et al., 2012). In a similar study, (Troshani et al., 2011), proposed five reasons why companies should use HRIS. These reasons are related to the contribution of HRIS to the organization's problem solving: Through the development and growth of human resources, the preparation of comprehensive human resources reports, the transformation from human resources roles to strategic human resource management (SHRM), the reorganization of the entire human resources department, and the use of HRIS-supported capabilities to improve competitiveness, strategic decision-making, and planning, guideline evaluation, or daily operational issues.

(Juma, 2018),mainly aimed to establish the influence of HRIS on employee commitment in the aluminum and steel manufacturing industries in Nairobi. The research was based on eight companies. The data was collected and analyzed using descriptive statistics, and a single regression model was used to test the level of influence of HRIS on employee commitment. The author showed that there was no

significant influence of HRIS on employee commitment in eight companies because the industries have not embraced the use of the system to a great extent.

(Shani & Tesone, 2010) found that due to the success of HRIS, HR can potentially be more actively involved in defining and executing corporate strategy, thus leading to organizational effectiveness. Furthermore, HRIS can aid in the creation of strategic value by assisting in the development and implementation of consistent internal policies and procedures that ensure human resources contribute to the fulfillment of corporate goals.

(Sallam & Akosy, 2018) aimed to assess adoption of HRIS and plans to explore the determinants impacting HRIS adoption. The author found that effort expectancy, employee involvement, training support, and performance expectancy had a weighted influence on HRIS adoption. And the decision makers should consider employee training before adopting any technique, and special attention should be given to users who do not have any experience with HRIS.

(Kemei, 2016) concluded that Employee performance improves greatly when HRIS processes are optimized; employee performance improves when the self-service portal is easy to use; and HRIS promotes communication inside the firm, and managers invest more in database storage so that they can make better strategic judgments. System adoption should be a top priority since it leads to organizational compliance and staff commitment to the organization's goals.

Bal et al. (2012), assessed the effectiveness and uses of HRIS in organizations. Results indicate that HRIS significantly contributes to various HR functions through the database common to all individual human resources units, such as payroll, benefit administration, and pensions. This prevents duplication of work, and various work

processes become more efficient. Additionally, they believe that HRIS can support various HR practices such as workforce planning, staffing, salary forecasting, and employee relations.

(Kumer & Parmasur, 2013) examined how much HRIS promotes organizational effectiveness in a holistic and integrated approach, and how HRIS significantly enhances overall organizational efficiency and its sub-dimensions, according to the findings (HR functions, time management, cost management, and managerial satisfaction with the system). As a result, implementing an effective HRIS has the ability to improve operational efficiency and human resource and business strategy achievement, ensuring organizational efficiency. The HRIS should be simple to use and accommodate all business operations. An HRIS that is properly deployed can provide strategic direction and support for a company's plan.

(Deshpande & Nagendra, 2013) investigated the extent to which HRIS is used in enterprises and the benefits that result from its adoption in human resource planning (HRP). They discovered that the most important applications of HRIS were its contribution to HR planning efficiency through HRIS needs analysis and HRIS succession planning. In addition, the data revealed that the most often recognized HRIS feature is accurate identification of empty job openings. The author found that in order to improve HRP efficacy, HRIS must provide more intelligent capabilities.

(Teo et al., 2001) aimed to gain an insight into the current state of HRIS adoption in firms in Singapore. The overwhelming majority of those interviewed indicated that HRIS was basically used for administrative purposes; that is, it played a traditional support role. Most of the firms surveyed have adopted more administrative HRIS applications, such as employee record-keeping, rather than strategic applications such as

succession planning. The results indicated a huge amount of potential HRIS unrealized as few respondents strategically use HRIS to directly improve their own competitiveness. Another objective was to determine the impact of HRIS adoption on businesses. The vast majority of businesses said that HRIS improved HR department efficiency by automating administrative activities and providing better HR information. It is suggested that Other methods of quantifying the impact of HRIS adoption may be included in future study. System efficiency can be measured in a variety of ways, including user happiness, system usage, and profitability. Profitability and return on investment are two metrics that can be used to evaluate the impact of HRIS adoption.

(Kaygsuz et al., 2016) investigated the impact of factors like the growing importance of HRIS and its widespread use in human resource management, as well as increased information efficiency on HR management in strategic management processes, on management understanding and the human resources management process in the era of big data. In terms of the usage of Human Resources Information Systems, the effects of new developing conditions on organizational efficiency and employee performance are being investigated in particular (HRIS). The survey approach was utilized to collect data throughout the study, with a sample of 160 managers, middle managers, and employees from industry and banking. According to the findings, HRIS-enabled human resource management processes in firms lead to a more efficient organizational structure and, as a result, to employee performance. According to the findings, Future research could Using long-term study data to repeat a similar pattern on a sample selected from various environmental conditions would provide a better understanding of the correlations between the variables.

(Parumasur& Kumar, 2103)they evaluated the impact of HRIS on HR functions, time and cost management, managerial satisfaction, and organizational efficiency. A sample of 101 managers has been used for cluster sampling in a municipality in South Africa. The study confirmed that a well-implemented and managed HRIS enables a lot of information sharing, greater knowledge transfer, and enhances the speed and quality of decision making, thereby enhancing organizational effectiveness. The author showed that the municipality institute a call center or online assistance to ensure that timely assistance is provided to employees. And the management hold training sessions and identify super users in each division to assist in training colleagues. This reduce the amount of money spent on training.

2.10. Arab Context

(Rahimi et al., 2015),investigated the potential effects that the HRIS might have on the quality of work life in the public sector in Kashan, Iran. Results: The study revealed that HRIS and work life quality are at acceptable levels for the employees. and shows that there is a significant and positive relationship between the quality of life and the system. And organizations could predict the future needs for HR through developing strategic programs, clarifying the vision and goals to be achieved, and future studies might use the idea provided by the HR experts to evaluate the effectiveness of HRIS in the organization.

(Said et al., 2014), the influence of HRIS implementation on user satisfaction was the subject of this research. The success of all three (decision making, time and cost savings, and HR procedure) has been measured. The study found that there are strong correlations between the four HRIS dimensions that are important in increasing user

satisfaction. The study only looked at four aspects of HRIS impact. As a result, the findings cannot contribute to an overall increase in employee happiness. As a result, future research can include other dimensions as part of HRIS to discover the most important factors influencing employees' performance, such as information affect.

(Ali Khashman ,2016)examined the impact of HRIS on organizational performance, through investigating if the HRIS applications (recruitment, selection, job analyses, communications, performance appraisal) have a significant impact on organizational performance (effectiveness, efficiency). The population of the study included all private hospitals located in Amman city. The number of private hospitals was 39, and the sample of the study included 170 employees in the HR department. He showed that there is a positive impact of the HRIS applications on organizational performance and also indicated that employees in HR departments have a positive attitude towards organizational performance (efficiency, effectiveness).

(Mohanasund&Bhaskar, 2019),aimed to understand the various practices of HRIS (training, communications, recruitment, performance appraisal, compensation) on employees' job satisfaction. They showed that there is a significant relationship between the subsystems of HRIS and employee satisfaction They discovered that the HRIS has an important influence in increasing employee satisfaction.

2.11. Palestinian context

Some studies discuss HRIS adoption or improvement, however the majority of them are focused on the health or education sectors.

- One of these studies was carried out by (Al-Hassanat ,2011) identified the organizational and technical obstacles (financial and human) to adopting the human

resources information system in the Gaza Strip in the administrations of Islamic universities and identify mechanisms to overcome them. The author concluded the need to develop administrative systems that keep pace with changes in electronic management and the need for work to raise the efficiency of administrators and qualify them to deal with the HRIS.

- Another study done by (Al-Agha, 2012) sought to explore the grade of employing HRIS in Palestinian universities in the Gaza Strip and its relationship to the quality of the service provided to the students. He showed that universities ought to give full employment to HRIS and assist specialized experts in the employment of HRIS, and also focusing on delivering services by using high-electronic technology.
- A Study of (Ammar, 2012) measured the employee satisfaction with UNRWA's HRIS implementation in Gaza. The HRIS installation helped to reduce burden, improve communication, and achieve transparency, according to the findings.
- (Abu Rahma, 2005) identified the HRIS utilized by the Palestinian Authority Ministries' personnel departments. And evaluated, analyzed their utilization in order to discover the challenges these systems confront as well as the limitations of their efficacy and efficiency, the researcher states that manual systems are used by 73 percent of human resources departments in ministries and commissions, with 36 percent of computers serving as support systems for manual systems. According to study, the use of human resource information systems is mostly focused on human resource concerns, with 75% of those issues being related to employees' working hours. As a result, the limited application areas of personnel information systems have a negative impact on the effectiveness of personnel management in a variety of ministries and commissions. The author revealed that all human resources

departments take advantage of modern records management practices and the need for coordination and collaboration between them and human resources departments. Guiding office workers who use human resource information systems in a wider range of areas, such as planning and development, to ensure the effective use of human factors, such as selecting capable people to fill vacancies and motivating and rewarding them, their efforts are commendable. Management should offer the required financial assistance and provide the necessary equipment to the human resources department in order to set up and operate a computerized human resources information system.

After analyzing prior studies, the researcher discovered that there is no literature in Palestine and the West Bank in particular on the assessment of the influence of HRIS on employee performance, particularly in telecommunications companies, to the limits of her knowledge. There has also been no research on employees' performance in telecommunications firms, according to the researcher; this study is expected to fill that gap and contribute to a greater understanding of the use of HRIS and its impact on employee performance in telecoms organizations.

Finally, it is important to note that the research topic is relevant to the researcher's field of study, and the research question revolves around HRIS practices and employees' performance.

Chapter 3: Methodology

3.1. Research Methodology

The research strategy, design, population, instruments, demographic profile, sample size, pilot study, reliability, validity, questionnaire and interview design and content, and data processing and analysis procedures are all described in this chapter.

3.2. Research Strategy

A research strategy is a plan established by a researcher to answer research questions. The strategy outlines how the data will be gathered and how the results will be evaluated. The method of data collection used by the researcher is impacted by the approach he or she takes.

To answer the study's questions and hypotheses, the researcher used quantitative (questionnaires) methods. The study's title is "A Study of the Impact of Human Resources Information System Practices on Employees' Performance in Telecommunications Companies in Palestine."

3.3. Research Time Frame

In the middle of April 2021, the researcher submitted a research request, which was approved in the beginning of June 2021, and the study began in May 2021. The researcher, on the other hand, finished the literature review at the end of August 2021.

The pilot test's validity and reliability were tested, and data was collected in the middle of October 2021. In the middle of March 2022, the data analysis, findings, conclusion, and recommendation were completed.

3.4. Framework of the Research Methodology

Once researchers have selected the research subjects or questions they want to investigate or answer, they should carefully evaluate the methodological framework of their study, as this will influence the techniques or methodologies they utilize (Olivier, 2004). When research is properly planned and arranged, it is more effective. Furthermore, there are various advantages to employing methodological frameworks: they can improve activity uniformity, robustness, and reporting; improve research quality; standardize methodologies; and increase the credibility of outcomes (McMeekin et al., 2020).

The study questions will be answered with certainty if the appropriate data collecting, research method, and data analysis are used.

3.5. Design of the Study

Quantitative data collection approaches and analytical procedures are applied concurrently. This means that quantitative data from the study is evaluated quantitatively.

Inferences and conclusions can be derived from research results. This chapter covers quantitative approaches, and the researcher used this method by giving questionnaires to subjects who were chosen at random.

Inferential statistics are used to investigate and determine the link between the independent and dependent variables in the quantitative technique.

3.6. Research Location

The study was carried out at the headquarters of Palestine's telecommunications companies (Jawal, Paltel, and Oredoo) in Ramallah. Employees were recruited at random from various departments within telecommunications firms' headquarters.

3.7. Research Population, Sample, and Sample procedures

The population and sample were very important in this study because they provided critical information or data that the researcher used to make inferences. A population can be described as a complete set of groups of people that researchers use to conduct their research (Yount, 2006).

In this study, the population comprised some of the employees working in the headquarters of the telecommunications companies in Ramallah.

For the quantitative method, samples were taken from the population, using a simple random sampling technique. Simple random sampling is probability sampling that allows the researcher to select the sample at random from the database survey.

Simple random sampling is best employed when the researcher possesses an accurate and conveniently accessible sampling frame that lists the whole population. Each respondent in a group of employees will have an identical probability of being chosen at any stage of the selection procedure in this study if simple random sampling is used.

Simple random sampling has the advantage of allowing the researcher to select the sample without distortion. It's possible that the chosen sample is typical of the full population.

Herbert Arkin presented a method for obtaining an accurate number of samples using the basic random procedure (1974). It's used to figure out what the smallest sample size

should be. Because the population of this study is represented by the entire number of Telecommunications Company employees working at headquarters, which is roughly 1500, Herbert believes that the ideal sample size for this study should be between 291-306. As a result, the sample size was set at 306 employees.

Herbert equation to compute the sample size :

$$n = P(1-P)/(E/Z)^2 + [P(1-P)/N]$$

n = required sample size.

Z = Confidence coefficient used to determine the precision interval, represents the number of standard errors along the horizontal axis about the mean under the normal distribution (1.96)

N = the population size.

P = the population proportion (assumed to be .50 since this would provide the maximum sample size).

E = the degree of accuracy expressed as a proportion (.05).

However, in order to obtain the appropriate sample size, the researcher distributed 320 questionnaires. The survey sample included all three Palestinian telecommunications firms where HRIS is being used.

3.8. Instruments of the Study

Quantitative approach (questionnaire) was the instruments utilized in this research

3.8.1. Questionnaire Design

The questionnaire's initial draft was intended to be amended depending on the findings of the pilot test. The supervisor and five referees tweaked and improved the

questionnaire's structure. A cover letter outlining the research's goal, information confidentiality to encourage a high response rate, and how to answer was included with the questionnaire.

The variety of questions aimed at achieving the research objectives covered all of the study's primary areas, allowing the researcher to obtain all of the data needed to support the study's findings, discussion, conclusions, and recommendations.

The questionnaire was divided into three sections: Section A, Section B and, Section C.

First Section: Demographic Data

The first section contained demographic data and basic information about the participants. This section contained five main elements about the participants: gender, age, qualification, experience, and job title.

Second Section: Dimensions of HRIS practices

There are five subsections in this section. The researcher utilized a five-point Likert scale to determine the participant's preferences or level of agreement with a series of statements included in the questionnaire in this section. When a participant is unsure which statement is included in the entire questionnaire, the neutral choice can be perceived as a convenient alternative to select.

- The first subsection consisted of eight statements that measured the HRIS (Recruitment) practices on employees' performance.
- The second subsection consisted of seven statements that measured the HRIS (Compensations) practices on employees' performance.
- The third subsection consisted of nine statements that measured the HRIS (Communications) practices on employees' performance.

- The fourth subsection consisted of seven statements that measured the HRIS (Training)practices on employees' performance.
- The fifth subsection consisted of six statements that measured the HRIS (performance appraisal) practices onemployees' performance.

Third Section: Open-ended questions

Open-ended questions help the participants to share their knowledge. The researcher used two questions in this study:

1. What are the most important obstacles that the employees face in using the system?
2. What are the most important solutions and suggestionsto overcome the obstacles mentionedin the first question above?

TABLE 3.1: SCORING RANGE OF LIKERT SCALE

Score	Responses
1	StronglyDisagree
2	Disagree
3	Niether/Nor Agree
4	Agree
5	StronglyAgree

3.8.2. Pilot Study

A pilot study can be defined as a small experiment intended to gather information before a larger study and to test the logistics in order to develop the quality and efficiency of the latter (Altman et al., 2006; Woken, 2002).

The goal of performing a pilot study for quantitative data is to guarantee that the researcher's expectations in terms of information received from the questionnaire are

met Furthermore, the questionnaire experiment will aid the researcher in determining the reliability of the measurement scale used in the study before it is launched, as well as determining the validity of the data or scores. Score validity is defined by (Foster & Cone , 2006) as the degree to which scores from one measure are related to scores from other measures.

In this research, a pilot study was conducted after the survey questionnaire was approved by all referees and the supervisor. The questionnaire had two versions: Arabic and English. It was believed that the translation could iron out errors and distortions (Rusli&Hasbee, 2011, p.141).

To conduct the pilot study, the researcher administered a questionnaire to 30 participants.

This means that 30 employees participated in the determination of the reliability of the study questionnaire. The reliability and validity of the questionnaire were analyzed using the Cronbach alpha of the Statistical Package for the Sciences and Social Sciences (SPSS).

The goal was to verify that the questionnaire elements were consistent and accurately measured the study variables. According to Cronbach's Alpha scores, which are provided in Table 3.2 below, all of the questionnaire's subsections exceeded the value of 0.7. This means that these subsections met the reliability requirement and that all of the assertions they contained were trustworthy situations (Bhaskar& Sundaram, 2019).

Therefore, we can say that the researcher demonstrated that the questionnaire was reliable, valid,

and ready to be administered to the sample of the population.

TABLE 3.2: CRONBACH'S ALPHA VALUE

Sections	Cronbach's Alpha Coefficient Values
Recruitment	0.850
Compensations	0.839
Communications	0.807
Training	0.777
Performance Appraisal	0.819
Employees' performance	0.891

3.8.3. Data Collection Method and Procedures

Several processes and procedures were used in the data analysis technique for the mixed-method approach and techniques. Using the Statistical Package for Social Sciences (SPSS) software version, research data was sifted and analyzed using descriptive and inferential statistics.

The quantitative data was reviewed to ensure it was input correctly before being analyzed to see if it was relevant to the research hypotheses. In the quantitative method, data filtering is referred to as part of the data cleansing process.

The probability of data entry errors is high, and therefore the data files have been carefully elected. To check if the data was entered correctly, the data was filtered, using frequencies or descriptive commands as part of the descriptive statistical method. The results of the data filtering indicated that there were no missing values in any variable. Therefore, this implies that there was no data loss or distortion.

On the other hand, descriptive statistics were used to examine the demographic profile as mentioned in section A of the questionnaire. In this study, descriptive statistics were utilized to summarize and make some broad remarks about the data collected (Barut,

2010, p.51). Percentages and frequencies were used to explain the overall demographic profile of the participants.

To test the research hypotheses, the researcher used inferential statistics. The researcher also used Pearson's correlation test to determine if there was a significant relationship between two variables. The researcher was primarily interested in the level of significance shown in the output of the "correlation" column. If the "sig" significant value was equal to $p = 0.00$ or less than 0.05 ($p < 0.05$), the researcher could conclude that the alternative research hypotheses were accepted or failed to be rejected.

Next, to identify the strength of the relationship between the variables, the Pearson correlation coefficient was used. the Pearson correspondence table. Normally, the sign of the correlation coefficient indicates the strength of the relationship or the degree of association between two variables. However, if there is no relationship, the correlation coefficient will display a value of zero.

Table 3.3: Adapted from (Muchinsky , 1993), this table shows the strength of the relationship between the independent and dependent variables.

TABLE 3.3: PEARSON CORRELATION VALUE

Value of "r"	Relationship strength between variables
0.00–0.20	Negligible correlation
0.21–0.40	Weak correlation
0.41–0.60	Moderate correlation
0.61–0.80	Strong correlation
0.81–1.00	Very strong correlation

(Source: Muchinsky, 1993)

Table 3.4, on the other hand, summarizes the data analysis approaches used to assess each of the study's research objectives.

TABLE 3.4: DATA ANALYSIS TECHNIQUE

Research Hypothesis	Data Technique Analysis
1. Demographic Variable	Descriptive Statistics (Frequency and Percentage)
2. HRIS recruitment has no effect on the employees' performance at $\alpha \leq 0.05$.	Pearson Correlation
3. HRIS Compensations have no effect on the employees' performance at $\alpha \leq 0.05$.	Pearson Correlation
4. HRIS Communications have no effect on the employees' performance at $\alpha \leq 0.05$.	Pearson Correlation
5. HRIS Training has no effect on the employees' performance at $\alpha \leq 0.05$.	Pearson Correlation
6. HRIS Performance appraisal has no effect on the employees' performance at $\alpha \leq 0.05$.	Pearson Correlation

3.9. Demographic Characteristics of Participants

The study's questionnaire was distributed to 289 employees at the telecommunications company's headquarters in Ramallah. According to table 3.5, the researcher was able to gather 289 copies of the questionnaire, 281 of which were fully filled, and all demographic characteristics were legitimate with no missing values.

TABLE 3.5: OVER ALL FREQUENCIES FOR DEMOGRAPHIC VARIABLES OF PARTICIPANTS.

Items	Valid	Missing
Gender	281	0
Age	281	0
Academic Qualification	281	0
Experience	281	0
Job Title	281	0

All the demographic variables were valid with no missing values.

TABLE 3.6: ANALYSES OF DEMOGRAPHIC VARIABLES OF PARTICIPANTS.

	Gender	N	Mean	Std. Deviation	Std. Error Mean
Performance of Employees	male	145	3.90	.74	.061
	female	136	3.96	.67	.057

TABLE 3.7: INDEPENDENT SAMPLES TEST (GENDER) FOR EMPLOYEE PERFORMANCE

		Levene's Test for Equality of Variances		t-test for Equality of Means				
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference
Employees performance	Equal variances assumed	2.283	.132	-.779	279	.44	-.065	.084
	Equal variances not assumed			-.781	278.70	.43	-.065	.084

The gender features of the participants are summarized in Table 3.6. There are(145) males with (M= 3.90) , and (136) females with (M= 3.96).when looking at Table 3.7 we find that sig value in levene's test for Equality of Variances is **>0.05**, Accordingly, we choose Equal variances assumed (sig=0.44) which means there is homogeneity between males and females, and we accept the null hypothesis and reject the alternative hypothesis.

TABLE 3.8:SHOWS THE AGE CHARACTERISTICS OF PARTICIPANTS FOR EMPLOYEE PERFORMANCE:

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean	
					Lower Bound	Upper Bound
less than 25	97	4.01	.73	.074	3.86	4.15
from 25-50	145	3.89	.69	.057	3.78	4.01
more than 50	39	3.86	.68	.109	3.64	4.08
Total	281	3.93	.70	.042	3.84	4.01

Table 3.8 is a summary of the age characteristics of the participants. It shows that the largest group of respondents was (from 25-50 yr) and the smallest group of respondents was (more than 50 yr).

TABLE 3.9:ONE WAY ANOVA (AGE) FOR EMPLOYEE PERFORMANCE:

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.985	2	.492	.994	.372
Within Groups	137.762	278	.496		
Total	138.747	280			

Table 3.9 displays that $\text{sig} > 0.05$ ($\text{sig} = 0.37$), so, we accept the null hypothesis and reject the alternative hypothesis, which means that there are no differences between the averages of the three groups, and this means that the test is not significant (there is no difference). This confirms that the researcher is not random in the test, and the samples are drawn from the same population.

TABLE 3.10:SHOWS THE EDUCATION CHARACTERISTICS OF PARTICIPANTS FOR EMPLOYEE PERFORMANCE:

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean	
					Lower Bound	Upper Bound
diploma	11	3.82	.959	.128	3.56	4.07
bachelor	216	3.93	.637	.049	3.84	4.03
masters and above	54	4.02	.582	.079	3.86	4.18
Total	281	3.93	.704	.042	3.84	4.01

Table 3.10 is a summary of the educational characteristics of the participants. it shows that the largest group is (bachelor's employees) and the smallest group of respondents is (master and above).

TABLE 3.11:SHOWS THE EDUCATION ANOVA FOR EMPLOYEE PERFORMANCE:

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.163	2	.581	1.175	.310
Within Groups	137.584	278	.495		
Total	138.747	280			

Table 3.11 displays that $\text{sig} > 0.05$ ($\text{sig} = 0.31$) so, we accept the null hypothesis and reject the alternative hypothesis, which means that there are no differences between the averages of the three groups, and this means that the test is not significant (there is no difference). This confirms that the researcher is not random in the test, and the samples are drawn from the same population.

TABLE 3.12: SHOWS THE EXPERIENCE CHARACTERISTICS OF PARTICIPANTS FOR EMPLOYEE PERFORMANCE:

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean	
					Lower Bound	Upper Bound
less than 5 years	109	4.03	.682	.065	3.90	4.16
from 6-15 years old	129	3.84	.715	.063	3.71	3.96
more than 15 years	43	3.93	.704	.107	3.72	4.15
Total	281	3.93	.704	.042	3.84	4.01

Table 3.12 is a summary of the experience characteristics of the participants. it shows that the largest group of respondents was (6-15 yrs of experience) and the smallest group of respondents was (more than 15 years) of experience.

TABLE 3.13: SHOWS THE EXPERIENCE ANOVA FOR EMPLOYEE PERFORMANCE:

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2.261	2	1.130	2.302	.102
Within Groups	136.486	278	.491		
Total	138.747	280			

Table 3.13 displays that $\text{sig} > 0.05$ ($\text{sig} = 0.10$) so, we accept the null hypothesis and reject the alternative hypothesis, which means that there are no differences between the averages of the three groups, and this means that there are no differences in employee performance according to the experience (there is no difference).

TABLE 3.14: SHOWS THE JOB TITLE CHARACTERISTICS OF PARTICIPANTS FOR EMPLOYEE PERFORMANCE:

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean	
					Lower Bound	Upper Bound
Head of the Department	45	3.96	.578	.086	3.78	4.13
Director of the Department	24	4.06	.583	.119	3.81	4.30
Employee	212	3.91	.740	.051	3.81	4.01
Total	281	3.93	.704	.042	3.85	4.01

Table 3.14 is a summary of the job title characteristics of the participants. it shows that the largest group of respondents is employees, and the smallest group of respondents is (Director of the Department).

TABLE 3.15: SHOWS THE JOB TITLE ANOVA FOR EMPLOYEE PERFORMANCE:

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.531	2	.265	.534	.587
Within Groups	138.216	278	.497		
Total	138.747	280			

Table 3.15 displays that $\text{sig} > 0.05$ ($\text{sig} = 0.58$) so, we accept the null hypothesis and reject the alternative hypothesis, and this means that there are no differences in employee performance according to the job title, and there are no differences between the averages of the three groups.

3.10. Sign Test

This test was used to see if an utterance's mean differed considerably from a hypothetical 3 value (mean value on the Likert scale). The mean of the statement would be substantially different from a hypothetical value of 3 if the P-value (sig.) was less than or equal to the significance level = 0.05. The sign of the test value reveals if the mean is considerably higher or lower than a value of three. The mean of the statement would be substantially different from an estimated value of 3 if the P-value (sig.) was above the significance level = 0.05. The significance level in this study, however, was less than 0.05, indicating that all claims were significantly different from an assumed value of 3.

3.11. Validity of The Study Questionnaire

The statistical validity of a questionnaire indicates how well an instrument measures what it is supposed to measure. Validity has a number of different aspects and assessment approaches.

The questionnaire's validity was tested using two statistical tests. The Criterion-related Validity Test was the first test. The correlation coefficient between each statement in one field and the entire field was measured in this test. This was utilized to examine the validity of the questionnaire structure by examining the validity of each area

individually as well as the validity of the entire questionnaire. It calculated the correlation coefficient between one field and all of the questionnaire's fields with the same level of correlation.

3.11.1 Criterion- Related Validity

The internal consistency of the questionnaire was measured by a scouting sample, which consisted of 30 copies of the questionnaires. It measured the correlation coefficients between each statement in one domain and the whole domain. The tables in the appendix illustrate the correlation coefficient for each statement in each domain and the total domains. The p-values (sig.) were less than 0.05, indicating that the correlation coefficients in this domain were significant at $\alpha = 0.05$. Therefore, the statement or item of each domain was consistent and valid to measure what it was set for.

Chapter 4: Data analysis and Discussion

The data analysis, hypothesis testing, and discussion of the study findings are all covered in this chapter. SPSS was also used to analyze the data, which included descriptive and inferential statistical methods. This chapter also covers the questionnaire's quantitative analysis as well as the testing of research topics and hypotheses.

4.1 Analysis of the Research Questions:

The research questions have been set to study the relations between HRIS variables (Recruitment, Compensation, Communication, Training, and Performance Appraisal) and employees' performance.

In the research questions, descriptive statistics such as means (M), standard deviations (SD), and finally, degree of agreement (DOA) were established and presented.

As the table below shows, the researcher has used the range of the Likert scale to describe the agreement on each item in the questionnaire.

TABLE 4.1: SCORING RANGE OF LIKERT SCALE

Range	Description of Range
1.00-1.80	Strongly Disagree
1.81-2.60	Disagree
2.61-3.40	Neither/Nor Agree
3.41-4.20	Agree
4.21-5.00	Strongly Agree

Q1: What is the relationship between HRIS recruitment and employees' performance in the Palestinian Telecommunications sector ?

To answer this question, the researcher developed eight statements to assess the relationship between HRIS recruitment and employees' performance. These statements were subjected to the views of the participants. The results of the analysis are shown in Table 4.2.

The researcher found that the overall mean of HRIS recruitment practices was ($M = 3.90$, $S.D = 0.72$). This means the employees had a high degree of approval to the HRIS recruitment process. The researcher also found that all of the participants agreed with all of the statements. This means that the employees agree that the system makes objective comparisons between candidates, keep information about the candidates, the HRIS recruitment process provides a clear mechanism for finding out vacancies, and facilitate the recruitment procedures quickly. So, employees think that the system will increase and enhance the work of the company.

TABLE 4.2: DESCRIPTIVE STATISTICS OF HRIS RECRUITMENT

NO	Statement	M	SD	DOA
1	The system provides a short list of the best job candidates.	3.92	.91	high
2	The recruitment system keeps information about the candidates.	4.08	.84	high
3	The system facilitates the recruitment procedures quickly.	4.08	.92	high
4	The system will reduce recruitment process costs.	3.75	.98	low
5	Through the system, it is possible to conduct electronic interviews for candidates.	3.76	1.06	low

6	It is not difficult for me to understand how the recruitment system works.	3.79	1.03	low
7	The recruitment system makes objective comparisons between candidates	3.89	0.97	medium
8	The recruitment system retrieves the information about the candidates on time.	3.87	0.97	medium
Overall Average		3.90	.72	high

Q2: What is the relationship between HRIS Compensations and employees' performance in the Palestinian Telecommunications sector ?

To answer this question, the researcher penned seven statements that reflected the views of the participants. The findings of the analysis are shown in Table 4.3.

The overall mean of HRIS-Compensations was ($M = 3.87$, $S.D = 0.70$), according to the study. This indicates that the HRIS compensation method was well received by the workforce. The majority of the participants agreed with statement # 5 as well, according to the researcher. This suggests that the majority of employees believe the system eliminates salary account errors.

Furthermore, they agreed with all the statements. The researcher concluded that the relationship between HRIS compensation and the employees' performance was good.

TABLE 4.3: DESCRIPTIVE STATISTICS OF HRIS-COMPENSATIONS

NO	Statement	M	SD	DOA
1	The system provides, through the self-service portal, a mechanism for updating personal data at any time.	3.75	1.02	low
2	The system provides information about the compensation program available to the	3.91	.90	high

	worker.			
3	The system can track the compensation process provided to the worker.	3.91	.92	high
4	The system provides information on the types of compensation paid by the company to its employees.	3.86	.94	medium
5	The system reduces the occurrence of errors in salary accounts.	4.01	.97	high
6	The system's ability to control salaries and their inputs are very high.	3.82	.96	medium
7	The system provides the feature of modifying the payroll in proportion to the evolution of the employee's job tasks.	3.84	.94	medium
Overall Average		3.87	.70	medium

Q3: What is relationship between HRIS communications and employees' performance in the Palestinian Telecommunications sector ?

To answer this question, the researcher authored nine statements to find out the views of the participants. the outcomes of the analysis are shown in Table 4.4.

The researcher found that the overall mean of HRIS communications practices was ($M = 3.89$, $S.D = 0.77$). This means the employees of the Palestinian telecommunications companies had a high degree of using the HRIS communications practices. The researcher also found that most of the participants agreed with statement # 5. This means most employees see (The HRIS communication process reduces the psychological pressure of communicating with employees at work).

Furthermore, they agreed with all the statements. This means that most employees had a high level of positive impact due to HRIS communication practices.

TABLE 4.4: DESCRIPTIVE STATISTICS OF HRIS COMMUNICATION:

NO	Statement	M	SD	DOA
1	The system provided many useful tools that improved communication in the workplace.	3.93	.93	high
2	The system provided a platform for remote communication between employees.	3.97	.96	high
3	The system significantly enhances communication between employees.	3.83	0.95	medium
4	The system facilitates the exchange of opinions and ideas with officials.	3.68	1.05	low
5	The system reduces the psychological pressure associated with the worker's communication with workers during work.	3.99	1.05	high
6	The option of group messages in the system enabled the publication of advertisements and information about the company to all employees at the same time.	3.93	.98	high
7	Messaging options through the system helped to overcome language barriers by providing translation options.	3.80	.99	medium
8	The system enables the use of the written communication feature between all employees.	3.93	.97	high
9	The system enables the use of the video communication feature between all employees.	3.95	.95	high
Overall Average		3.89	.77	medium

Q4: What is the relationship between HRIS training and employees' performance in the Palestinian Telecommunications sector ?

To answer this question, the researcher penned seven statements to find out the views of the participants. The results of the analysis are shown in Table 4.5.

The overall mean of HRIS training was $M = 3.84$, $S.D = 0.73$, according to the study. This indicates that the HRIS training methods had a medium influence on personnel at Palestinian telecoms firms. The majority of the participants agreed with statement #3, according to the researcher. This signifies that the majority of employees believe that the HRIS' training programs for workers will save the organization money.

They also agreed with all of the statements. This suggests that HRIS training to improve employee performance has a high level of positive influence on the majority of employees.

TABLE 4.5: DESCRIPTIVE STATISTICS OF HRIS-TRAINING.

NO	Statement	M	SD	DOA
1	The system provides insight into future training and development needs.	3.76	.97	medium
2	Through the system, the effectiveness of the employee's training program can be evaluated.	3.94	.84	high
3	Electronic training programs are the most effective.	3.96	.90	high
4	The training programs for the worker through the system will save money for the company.	3.74	1.01	low
5	The system provides an advantage for group training that increases the effectiveness of the training.	3.86	1.02	medium

6	The system is equal among all employees and in proportion to their training needs.	3.77	.98	medium
7	The system coordinates between practical experience and the appropriate course of training for the worker.	3.81	.98	medium
Overall Average		3.84	.73	medium

Q5: What is the relationship between HRIS performance appraisal and employees' performance in the Palestinian Telecommunications sector ?

To answer this question, the researcher devised six statements to assess the impact of HRIS performance appraisal practices on employees' performance. These statements were subjected to the views of the participants. The results of the analysis are shown in Table 4.6.

The researcher found that the overall mean of the HRIS performance appraisal was ($M = 3.90$, $S. D = 0.77$). This means that process had a highly agree in employees. The researcher also found that most participants strongly agreed with statements # 1 and # 2. This means most employees strongly agree that the system provides a clear and easy annual performance evaluation process. The system also enables the officials to evaluate the worker's work within a short period.

TABLE 4.6: DESCRIPTIVE STATISTICS OF HRIS PERFORMANCE APPRAISAL

NO	Statement	M	SD	DOA
1	The system provides a clear and easy annual performance evaluation process.	3.99	.87	high
2	The system improves the quality of performance evaluation decisions.	3.86	.88	medium

3	Using the system facilitates the process of monitoring the performance of employees.	3.92	.94	high
4	The system enables the officials to evaluate the worker's work within a short period.	3.96	.99	high
5	The performance appraisal form in the system shows the possibilities of career development for the worker in the future.	3.78	1.00	low
6	The performance appraisal model in the system is clear, as the worker realizes what results are expected of him.	3.87	.97	medium
Overall Average		3.90	.77	high

4.2. Testing of Research Hypotheses

Seven hypotheses have been formulated to study relationships between variables. The hypotheses have been tested using the Pearson correlation coefficient. The Pearson's correlation coefficient was used to measure the strength and direction of the relationship (linear correlation) between two quantitative variables, where the value ($r = 1$) means a perfect positive correlation and the value ($r = -1$) means a perfect negative correlation. Each hypothesis was tested separately.

Ha1:HRIS recruitment has no relationship with employees' performance at $\alpha \leq 0.05$.

TABLE 4.7: RELATIONSHIP BETWEEN THE HRIS RECRUITMENT AND EMPLOYEES' PERFORMANCE

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.601	.217		11.991	.000
Employment	.341	.055	.349	6.222	.000

a. Dependent Variable: Performance of Employees

The result of Pearson correlation between HRIS recruitment practices and employees' performance showed that the test was positive, with a correlation value of $r = 0.349$ and a significant value of $\text{sig} = 0.000$. Thus, the first hypothesis (H_{a1}), which predicted that the HRIS recruitment practices no effect on the employees' performance, was rejected.

The closer (r) is to $+1$, the stronger the positive correlation, while the closer (r) is to -1 , the stronger the negative correlation. Because $r = 0.349$, the researcher concluded that there was a (moderate) positive link between HRIS recruitment techniques and employee performance. This means that as the value of one variable rise, the value of the other rises as well.

Table 4.7 shows that the first hypothesis (H_{a1}) in this study was rejected. And we accepted the alternative hypothesis. This means that the findings were consistent with previous studies..

Wiblen et al. (2010) found that the increased usage of HRIS recruitment practices result in an increase in both the efficiency and effectiveness of the employees' performance. Sadiq et al. (2012) showed that HRIS recruitment practices can lead to

incremental leaps in employees' efficiency. This removes work duplication. Thus, HR staff will spend less time on administrative issues.

These results were consistent with a similar study carried out by Gupta,(2013) Explored that HRIS is more efficient because it helps maintain data with greater precision in less time. And HRIS practices are important to improve the administrative efficiency of human resources, and reduce costs, and improve HRM in terms of administrative and analytical objectives. Also, a good HRIS will provide important information on human resource needs and capacities that lead to increased employees' performance.

Ha2: HRIS compensations practices has no relationship with employees' performance at $\alpha \leq 0.05$.

TABLE 4.8: RELATIONSHIP BETWEEN THE HRIS COMPENSATIONS AND EMPLOYEES' PERFORMANCE

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.241	.214		10.460	.000
Compensations	.435	.054	.432	7.997	.000

a. Dependent Variable: Performance of Employees

Table 4.8 The result of Pearson correlation between HRIS compensation practices and employees' performance showed that the test was positive, with a correlation value of $r = 0.432$ and a significant value of $\text{sig} = 0.000$. shows that the second hypothesis (Ha2) in this study was not accepted. The Pearson Correlation between HRIS compensation practices and employees' performance showed that the test was a (moderate) positive

correlation. This result means when one variable increases in value, the second variable also increases in value. In other words, increasing the HRIS compensation practices would mean an increase in the employees' performance. This means that the findings were consistent with previous studies.

Kumer,(2010) found that HRIS can also support the compensation process with information on salary forecasts, and employee assistance needs. These results were consistent with a similar study carried out by Gupta (2013) he found that HRIS is more efficient because it helps maintain data with greater precision in less time. And HRIS practices are important to improve the administrative efficiency of human resources, reduce costs, and improve HRM in terms of administrative and analytical objectives. Also, a good HRIS will provide important information on human resource needs and capacities that lead to increased employee performance.

In a similar context, Beadles et al. (2005) found that the HRIS can be used to send out compensation changes and policy revisions easily to employees, which will improve employees' satisfaction. (Huub & Bondarouk, 2004) also showed that HRIS is important to reduce administrative burden and model processes such as accounting salaries, wages, and deductions and discounts. Furthermore, a good compensation package guarantees retention; an attractive compensation plan reduces the turnover rate of the company. Beadles et al. (2005) discovered that employees will have a greater incentive to stay in their position, thereby avoiding potential revenue-related turnover.

Ha3:HRIS communication practiceshave no relationship with employees' performanceat $\alpha \leq 0.05$.

TABLE 4.9: RELATIONSHIP BETWEEN THE HRIS COMMUNICATIONS AND EMPLOYEES' PERFORMANCE

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.348	.193		12.172	.000
Communication	.406	.049	.447	8.352	.000

a. Dependent Variable: Performance of Employees

The result of Pearson's test showed a positive correlation between HRIS communication practices and employees' performance, where the correlation value, $r = 0.474$, and significant value, $sig = 0.000$. Thus, the third hypothesis (Ha3), which predicted that there was no correlation between HRIS communication practices and employees' performance, was not accepted.

Based on that, the researcher found that the relationship between HRIS communication practices and employees' performance was (moderately) positive. This result means when one variable increases in value, the second variable also increases in value. In other words, increasing the HRIS communication practices would lead to an increase in employees' performance at work.

This means that the findings were consistent with previous studies. Hosie (1995) found that HRIS Communication practices can help improve the effectiveness of communication in the workplace, and firms need to work hard to establish smooth communication and create an environment of mutual support to increase employees' performance. In a similar context, Ammar (2015) showed that HRIS can minimize errors and communication issues caused by human errors, which often occur. Also,

Johnson et al. (2012) found that the HRIS will help all parts of the business run better, leading to improved cooperation and coordination in the workplace, lower conflict, and enhanced employees' performance.

Ha4:HRIS training practices has no relationship with employees' performance.

TABLE 4.10:RELATIONSHIP BETWEEN THE HRIS TRAINING AND EMPLOYEES' PERFORMANCE

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.307	.203		11.359	.000
Training and Development	.423	.052	.437	8.125	.000

a. Dependent Variable: Performance of Employees

The test revealed a positive association between HRIS training and employee performance, with a correlation value of $r = 0.437$ and a significant value of $\text{sig} = 0.000$.

Table 4.10 shows that the fourth hypothesis (Ha4) in this study was not accepted. And implies a favorable relationship between HRIS training and employee performance.

The stronger the positive correlation, the closer (r) is to +1, and the stronger the negative correlation, the closer (r) is to -1. Because $r = 0.437$, the researcher concluded that there was a relatively good link between HRIS training procedures and employee performance. This means that as the value of one variable rise, the value of the other rises as well. This indicates that the findings were in line with previous studies.

(Kirstie& Ball, 2001) indicated that when employees can work on training at their own pace, from a mobile device, it can help improve succession planning and overall productivity, and canmake them feel more valued and empowered, and will help avoid the common complaint thatthere are few opportunities for advancement within the company and would have a positive impact on employees' performance. (Sadri, 2003) found that the success of a training program strongly depends on analyzing the training needs that lead to an increase in the employees' performance.

Ha5: HRIS performance appraisal hasno relationship withemployees' performance at $\alpha \leq 0.05$.

TABLE 4.11: RELATIONSHIP BETWEEN THE HRIS PERFORMANCE APPRAISAL AND EMPLOYEES' PERFORMANCE

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.041	.185		11.007	.000
Job Performance Evaluation	.484	.047	.527	10.368	.000

a. Dependent Variable: Performance of Employees

Pearson's conclusion The test revealed a positive association between HRIS performance appraisal methods and employee performance, with a correlation value of $r = 0.527$ and a significant value of $\text{sig} = 0.000$. **Table 4.11** shows that the fifth hypothesis (Ha5) was not accepted, implying that the HRIS performance appraisal and employee performance had a substantial link.

The stronger the positive correlation, the closer (r) is to +1, and the stronger the negative correlation, the closer (r) is to -1. Because $r = 0.527$, the researcher concluded that the association between HRIS performance appraisal practices and employee performance is highly positive.

To put it another way, expanding the use of HRIS performance appraisal processes would result in a rise in employees' performance.

Employees can improve their performance with HRIS performance appraisal techniques, according to (Gautam, 2017). They keep track of their own performance, set goals, self-monitor, get feedback, and so on. They evaluate themselves online with the help of supervisors and team members. (Shaikh, 2012) is another example. It was discovered that HRIS performance appraisal techniques assist employees in becoming more engaged and productive. They are in charge of their own performance, progress, and advancement.

TABLE 4.12: SUMMARY OF HYPOTHESES TESTING

Research Hypothesis	Measures	Significance
1. There is no relationship between HRIS recruitment and employees' performance.	Pearson Correlation ($r = 0.349$)	$p < 0.05$ (Accepted, where $p = 0.000$)
2. There is no relationship between HRIS compensations and employees' performance.	Pearson Correlation ($r = 0.432$)	$p < 0.05$ (Accepted, where $p = 0.000$)
3. There is no relationship between HRIS communications and employees' performance.	Pearson Correlation ($r = 0.447$)	$p < 0.05$ (Accepted, where $p = 0.000$)
4. There is no relationship between HRIS trainings and employees' performance.	Pearson Correlation ($r = 0.437$)	$p < 0.05$ (Accepted, where $p = 0.000$)
5. There is no relationship between HRIS		

performance appraisal and employees' performance.	Pearson	p<0.05
	Correlation	(Accepted, where p =
	(r = 0.527)	0.000)

4.3. Hypothesis Related to Participants' Profiles (Analysis of responses)

Ha6: There are statistically significant differences at $\alpha \leq 0.05$ in the responses of the research sample according to the demographic profile (Gender, Age, Educational level, Experience and job title).

This hypothesis predicted differences in the opinions of the participants toward HRIS practices (Recruitment, Compensation, Communications, Training, and Performance Appraisal) according to the demographic variable.

The Mann-Whitney test and the Kruskal-Wallis test are nonparametric methods for detecting if two or more samples are from the same distribution or for comparing medians between comparison groups under the assumption that the underlying distribution shapes are the same.

Ha6.1: There are statistically significant differences at $\alpha \leq 0.05$ in the responses of the research sample due to gender.

TABLE 4.13: KRUSKAL WALLIS TEST GROUPING BY GENDER

Constructs	Sig
Recruitment	.462
Compensations	.599
Communications	.826
Training	.568
Performance Appraisal	.389
Employees' Performance	.404

Table 4.13 shows that in all domains (recruitment, compensation, communications, training, performance appraisal, employees' performance) in the table shown above, the p-value (sig.) was greater than the level of significance =0.05. No significant difference was found among the participants in these domains due to gender. The researcher concluded that gender had no effect on all domains in this study.

Ha6.2: There are statistically significant differences at $\alpha \leq 0.05$ in the responses of the research sample due to Age.

TABLE 4.14:KRUSKAL WALLIS TEST GROUPING BY AGE

Constructs	Sig
Recruitment	.152
Compensations	.825
Communications	.807
Training	.886
Performance Appraisal	.873
Employees' Performance	.121

Table 4.14 shows that in all domains (recruitment, compensation, communications, training, performance appraisal, employees' performance) in the table shown above, the p-value (sig.) was greater than the level of significance = 0.05. No significant difference was found among the participants in these domains due to age. The researcher concluded that age had no effect on all domains in this study.

Ha6.3: There are statistically significant differences at $\alpha \leq 0.05$ in the responses of the research sample due to Academic qualification.

TABLE 4.15: KRUSKAL WALLIS TEST GROUPING BY ACADEMIC QUALIFICATION

Constructs	Sig
Recruitment	.084
Compensations	.080
Communications	.126
Training	.027
Performance Appraisal	.265
Employees' Performance	.778

Table 4.15 reveals that the p-value (sig.) was smaller than the level of significance = 0.05 for the domain: In training, a significant difference among the participants was found in this domain due to academic qualification. The researcher concluded that academic qualification had an effect on this domain.

For the other domains, the p-value (Sig.) was greater than the level of significance $\alpha=0.05$. Due to academic qualification, no significant difference was found among the participants in these domains. The researcher concluded that academic qualification had no effect on the other domains.

Ha6.4: There are statistically significant differences at $\alpha \leq 0.05$ in the responses of the research sample due to experience.

TABLE 4.16: KRUSKAL WALLIS TEST GROUPING BY EXPERIENCE

Constructs	Sig
Recruitment	.084
Compensations	.080
Communications	.036
Training	.076
Performance Appraisal	.265
Employees' Performance	.326

Table 4.16 shows that the p-value (Sig.) was smaller than the level of significance $\alpha = 0.05$ for the domain: communications. A significant difference among the participants in this domain due to experience. The researcher concluded that the experience had an effect on this domain.

In terms of the other domains, the p-value (sig.) was greater than the level of significance $\alpha=0.05$. No significant differences were found among the participants in these domains due to experience. The researcher concluded that the experience had no effect on the other domains.

Ha6.5: There are statistically significant differences at $\alpha \leq 0.05$ in the responses of the research sample due to job title.

TABLE 4.17: KRUSKAL WALLIS TEST GROUPING BY JOB TITLE

Constructs	Sig
Recruitment	.370
Compensations	.100
Communications	.114
Training	.233
Performance Appraisal	.043
Employees' performance	.629

Table 4.17 reveals that the p-value (sig.) for the domain: performance appraisal was less than the level of significance $\alpha = 0.05$. Due to job title, there was a substantial variation among the participants in this domain. According to the findings, the job title had an impact on this domain. The p-value (sig.) for the other domains was greater than the level of significance $\alpha = 0.05$. Due to job title, no significant differences were detected among the participants in these domains. According to the findings, the job title had no effect on the other domains.

Ha7: HRIS-Recruitment, HRIS-compensations, HRIS-communications, HRIS-training, HRIS-performance appraisal will positively explain the variation in employees' performance.

TABLE 4.18: MULTIPLE REGRESSIONS ANALYSIS

Constructs	Beta	T	Sig	R²
Recruitment	.003	.047	.963	
Compensations	.160	2.365	.000	
Communication	.051	.743	.458	0.323
Training	.119	1.770	.078	
Performance appraisal	.302	4.514	.000	

Predictors : (Constant), Recruitment, Compensations, Communications, Training, Performance appraisal.

Employees' performance was tested using multiple regressions to see if the variance in dependent variables could be explained by five independent variables. Five independent variables can explain 32.3 percent of the variance (R-Square) in employee performance, according to the findings.

By looking at the beta value, the highest number in the beta was 0.302 for performance appraisal, which is significant at the 0.000 level. This means that HRIS performance appraisal practices influenced most of the variance in employees' performance. In contrast, the (recruitment) had no influence on employees' performance because its beta value was 0.003 and its significant value was 0.963, which means that it was greater than the significant level.

Only two independent variables (performance appraisal and compensation) positively explained the variance in the dependent variable (employee performance), according to this finding. This lends credence to hypothesis 6. (Recruitment, communications, and

training) did not, on the other hand, positively explain the variation in employee performance. It also contradicted hypothesis 6.

Chapter 5: Conclusion and Recommendations

The main objective of this study was to examine the impact of HRIS practices on employees' performance in telecommunications companies in Palestine. This chapter is devoted to the conclusions and recommendations based on the study findings.

Then the chapter concludes with an overview, discussion, and assessment of the extent to which the research objectives have been met. The chapter also touched on the need for future research in this field.

5.1 Summary of the Study

The impact of HRIS techniques on employee performance in telecommunications organizations was investigated in this study. In order to do so, it investigates HRIS procedures (recruitment, compensation, communication, training, and performance appraisal). In order to fulfill its goals and objectives, the study also performed an exhaustive examination of related literature. The goal was also to establish a thorough grasp of the important aspects that influence how the system is used and dealt with. For qualitative data analysis, the results of the administered questionnaire were assessed numerically and then presented using an interpretive and descriptive manner.

5.2 Conclusions of the Study Objectives, Questions, and Hypotheses.

Five particular objectives have been identified through data analysis in order to meet the study's goals. These goals have been linked to the study questions in order to improve one's understanding and familiarity with the subject.

The main objective was to determine the impact of HRIS practices on employees' performance. The multiple effects of the HRIS on employees' performance emphasize

the need to ensure effective use of the HRIS. Therefore, it is essential that the HRIS is compatible with all major HR functions. The use of HRIS certainly saves administrative workloads. While HR staff will seek to achieve strategic business value by carefully mapping people, processes, and strategies, There is no doubt that an effective and well-used HRIS can provide strategic direction and support business strategy.

A large majority of employees felt that HRIS practices provided better HR information by automating administrative tasks. Plus, the benefits of faster hires, increased profits, and better use of employee skills.

In order to ensure the positive impact of the system, it must be ensured that all human resources contact details are present on the system, and it must be easy to use. All employees must be trained on the use of the system in all departments. HRIS must be scalable and easy to maintain.

5.2.1 Findings Related to First Objective

The objective was to investigate the impact of the HRIS recruitment process on the employees' performance. Results obtained from the administered questionnaires indicated that employees had a good level of satisfaction with using HRIS recruitment practices. When the researcher checked the correlation between the HRIS recruitment and the employees' performance, it was found that the relationship was (low) positive.

However, a discrepancy was found in the value of using the HRIS recruitment practices among the participants, which could be attributed to the variables of gender, age, education level, experience, and job title. Regarding the educational level variable, there was no discrepancy when measuring HRIS recruitment practices. The study found that the employees who had less than five years of experience had a high level of

satisfaction with the HRIS recruitment practices. Also, the results found that the director of the department had a high level of pleasure in the use of HRIS recruitment practices in the company.

The study findings obtained from the descriptive test showed that the telecommunications employees had a good level of pleased with HRIS recruitment practices. After using multiple regression, it was found that the HRIS recruitment practices had no influence on employees' performance. However, we notice these items got top rankings by the vast majority of the study participants: The recruitment system facilitates the recruitment procedures quickly. Through this process, employees can extract the reports they want with high efficiency. The recruitment process retrieves the information about the candidates on time. The system provides a clear mechanism for finding out about vacancies within the company.

5.2.2 Finding Related to Second Objective

The objective was to explore HRIS-compensation impact on the employees' performance in the companies. Results obtained from the administered questionnaires indicated that company employees had a high level of satisfaction with using the HRIS compensation practices.

When the researcher investigated the link between HRIS compensation schemes and employee performance, he discovered that it was (moderately) advantageous. Employees believed that the HRIS would reduce the number of errors in salary accounts, that it had a strong ability to manage salaries and their inputs, and, most crucially, that it could follow the worker's compensation process.

All these benefits would support the employees to become an effective part of their company with the disappearance of all difficulties and problems by reducing the occurrence of errors in salary accounts. The study found that the head and director of the department had a high level of satisfaction with the use of HRIS compensation practices.

However, no discrepancy was found when the researcher measured HRIS compensation practices among the participants due to age, academic qualification, and experience variables.

5.2.3 Finding Related to Third Objective

The objective was to determine HRIS communication practices' impact on employees' performance. Results of data analysis indicated that company employees had a moderate level of satisfaction with using the HRIS communication practices.

When the researcher checked the correlation between HRIS communication practices and the employee's performance, the researcher found that the relationship was (moderately) positive. However, there was a discrepancy in the employees' performance among the participants due to job title. Concerning the rest of the variables, no discrepancy was found when the researcher measured them using the HRIS communications practices.

5.2.4 Findings Related to Fourth Objective

The objective was to identify which HRIS training practices impact the employees' performance. When the researcher checked the correlation between HRIS training practices and the employee's performance, it was found that the relationship was

(highly) positive. However, there was a discrepancy in the employees' performance among the participants due to job title and educational level. Concerning the rest of the variables, no discrepancy was found when the researcher measured employees' performance using the HRIS training.

The study found the significance of employees' training to better use the system, to become more aware of the HRIS practices and the benefits gained from them.

5.2.5 Findings Related to Fifth Objective

The objective was to examine how HRIS-performance appraisal practices impact on the employees' performance in the telecommunications companies.

When the researcher checked the correlation between HRIS performance appraisal practices and the employee's performance, it was found that the relationship was (moderately) positive. The study findings obtained from the descriptive test showed that his employees had a high level of satisfaction, especially because these items got the top ranking by the vast majority of the study participants. The HRIS provides a clear and easy annual performance evaluation process. The system improves the quality of performance evaluation decisions. Using the system facilitates the process of monitoring the performance of employees.

After using multiple regression, it was found that the HRIS performance appraisal was the most important factor that affected the employees' performance.

However, there was a discrepancy in the employees' performance among the participants due to job title. For the rest of the variables, no discrepancy was found when the researcher measured employees' performance using the HRIS performance appraisal practices.

5.2.6 Findings Related to Employees' Performance

The researcher discovered that HRIS compensation practices and HRIS performance appraisal procedures positively explained the variance in the dependent variable (employee performance) after applying multiple regression. HRIS recruitment strategies, HRIS communication techniques, and HRIS training practices, on the other hand, did not explain the variance in employee performance in a favorable way

The majority of respondents set appropriate priorities, improved their work efficiency, and increased their motivation to work, according to the survey.

However, there was a disparity in the perceived value of employees' performance among the participants, which may be ascribed to variables such as experience, age, educational level, and job title.

The survey also discovered that the department's director had a high level of performance, as did personnel with a master's degree or higher.

5.2.7 Findings Related to Challenges

The researcher's objective was to identify the challenges that Telecommunications' employees were facing .

- According to the study, employees faced certain issues related to technical obstacles (33.8 percent) of sample size, which is due to the fact that some old or new employees lack efficient computer abilities.
- Concerns were also raised about the worker's lack of involvement in proposing the necessary system changes (29.2 percent). To guarantee that HRIS practices are used effectively, the organization must first define its existing HRIS needs and future

growth objectives, and then everyone must participate and accept responsibility for implementing HRIS practices.

- Employees faced issues as a result of insufficient training on system software updates, according to the study (21.4 percent). A well-managed system allows for increased information exchange and performance improvement for employees, Because of the ease of access and the capacity to manage information at the needed pace.
- According to the study, employees faced some challenges due to a lack of educational sessions on the significance of regular system updates. Work will rise and duties will be finished more rapidly once everyone knows the value of HRIS practices. When administrative chores are already methodically organized, it makes it easier for staff to complete their work and improve their performance.

Finally, this study is an attempt to stimulate interest in conducting field research on the system in other sectors. Hopefully, these conclusions will shed some light for policymakers and allow them to pay more attention to the practices of HRIS because of their importance in improving employees' performance in the Palestinian telecommunications sector.

5.3. Recommendations

HRIS use has a major impact on the employees. HRIS practices not only impact the employees' performance but also other aspects of work. This is achievable by an organization when all the employees empathize with their interests and work together to achieve one goal (Ball, 2001).

Employees should also be aware of the efforts devoted to the enhancement of the system from the beginning to the end. This requires a process of constant optimization while an organization operates. There is not a lot of research evidence showing the progress made and the challenges encountered in human resource management modernization through HRIS accreditation.

This study contributes insights into practices, challenges, and ways to advance the use of HRIS in the telecommunications sector.

The study put forward several suggestions, including:

- The employees need to understand the benefits and importance of continuously HRIS updates due to the presence of intense competition in the Palestinian market, and the limited number of telecommunications companies. .
- The success of HRIS practices depends to a large extent on the employees. Therefore, the system should be aligned with all key HR functions.
- Companies should consider the challenges related to the use of the human resource information system, such as data entry errors and technical obstacles.
- HR employees should identify super users to monitor employees who do not have effective use of HRIS in each department by clarifying "what they know and what they think they don't know and identifying the skills they don't know."
- Management is required to find training programs across the system relevant to the

needs of employees.

- Access to online training and information sharing for HRIS should be made easier for businesses.
- The administration must continue to improve the correctness of work through the system by tying the work of departments together to make information more accessible and employees' use and performance easier.
- Working to keep the system up to date in order to avoid unexpected malfunctions.
- Companies can start making an automatic notification in the system to notify HR staff of employee needs so that they can be addressed as soon as possible.

5.4. Proposed Future Studies

- The influence of HRIS on employee satisfaction in the West Bank's telecoms sector.
- HRIS success criteria in the telecoms industry.
- Assessing the efficacy of HRIS in the telecoms industry.
- A comparative analysis of the impact of HRIS on the telecoms sector in Gaza and the West Bank.
- The impact of human resource information systems (HRIS) on the efficiency of HR processes in telecommunications organizations.

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Appendixes

Appendix A: Questionnaire Revision

List of Academic and Professional Referees:

Serial	Referee	Place of work
1	Dr. Yousef sabbah	Al-Quds Open University
2	Dr. Mohammad TawfiqHasanAbusharbeh	Arab American University
3	Dr.SalwaBarghouthi.	Alquds University
4	Dr. Ahmad sobbhi	Birzeit University

Appendix B: Questionnaire-Arabic



الجامعة العربية الأمريكية
ARAB AMERICAN UNIVERSITY
FACULTY OF GRADUATE STUDIES

كلية العلوم المالية والإدارية

التخصص: إدارة الموارد البشرية

حضرة السيد/ة..... المحترم.

تحية طيبة وبعد،

تقوم الباحثة بإجراء دراسة بعنوان (تأثير ممارسات نظم معلومات الموارد البشرية على أداء العاملين)، وذلك استكمالاً لمتطلبات الحصول على درجة الماجستير في الموارد البشرية في الجامعة العربية الأمريكية، ولتحقيق هذا الهدف قامت الباحثة بتطوير استبانته، تكوّنت من ثلاث أقسام، يمثل القسم الأول: معلومات خاصة بالعاملين، ويمثل القسم الثاني: الفقرات التي تعبر عن تأثير نظام معلومات الموارد البشرية على أداء الموظفين، ويتضمن القسم الثالث أسئلة عن أهم المعوقات التي تواجه العاملين في استخدام النظام، والحلول المناسبة لها. وبصفتكم الموظفين ترحو الباحثة منكم الإجابة على فقرات الاستبانته بصدق وموضوعية، علماً أن كل ما يرد في إجاباتكم سوف يكون موضع احترام، وسوف يعامل بسرية تامة، ولن تستخدم إلا لغرض البحث العلمي فقط. لذلك نرجو منك تحديد الرد الذي تعتقد انه الأنسب لكل سؤال، وعليه لا داعي لكتابة الاسم أو أية معلومات تدل على شخصياتكم.

شاكرًا لكم حسن تعاونكم

القسم الأول: البيانات الديموغرافية

يحتوي هذا القسم على المعلومات الشخصية الخاصة بك، من فضلك ضع إشارة "√" في المكان المناسب لكل متغير من المتغيرات الشخصية التالية:

1. الجنس () ذكر () أنثى
2. العمر () اقل من 25 () من 25-50 () أكثر من 50
3. المؤهل العلمي () دبلوم () بكالوريوس () ماجستير فأعلى
4. الخبرة () اقل من 5 سنوات () من 6-15 سنة () أكثر من 15 سنة
5. المسمى الوظيفي () موظف () رئيس قسم () مدير دائرة

القسم الثاني: محاور الاستبانة

يتكوّن هذا القسم من 5 محاور (التوظيف، الأجور والتعويضات، الاتصالات، التدريب والتطوير ، تقييم الأداء) وهي ممارسات إدارة الموارد البشرية. أرجو التكرّم بالإجابة على فقرات كلّ محور.

المحور الأول من المتغيرات (التوظيف)

لا أوافق بشدة	لا أوافق	محايد	أوافق	أوافق بشدة	الفقرة
					1- يوفر نظام التوظيف قائمة مختصرة بأفضل المرشحين للتوظيفة .
					2- يقوم نظام التوظيف بالاحتفاظ بالمعلومات الخاصة بالمرشحين.
					3- يسهل النظام تطبيق إجراءات التوظيف بسرعة.
					4- سوف يقلل النظام من تكاليف عملية التوظيف.
					5- ليس من الصعب بالنسبة لي فهم عمل نظام التوظيف.
					6- يمكن النظام من عمل مقابلات الكترونية لأفضل المرشحين للتوظيفة.
					7- يقوم نظام التوظيف بإجراء المقارنات الموضوعية بين المرشحين .
					8- يقوم نظام التوظيف باسترجاع المعلومات الخاصة بالمرشحين في الوقت المناسب.

المحور الثاني من المتغيرات (التعويضات)

لا أوافق بشدة	لا أوافق	محايد	أوافق	أوافق بشدة	الفقرة
					1- يوفر النظام من خلال بوابة الخدمة الذاتية آلية لتحديث البيانات الشخصية في أي وقت.
					2- يوفر النظام معلومات حول برنامج التعويض المتاح للعامل.
					3- يمكن من خلال النظام تتبع عملية التعويض المقدمة للعامل.
					4- يوفر النظام معلومات عن أوالتعويضات التي تدفعها الشركة لموظفيها.
					5- يقلل النظام من حدوث الأخطاء في حسابات الرواتب
					6- قدرة النظام على التحكم في الرواتب ومدخلاتها عالية جدا.
					7- يوفر النظام خاصية تعديل الرواتب بما يتناسب مع تطور السلم الوظيفي للعامل.

المحور الثالث من المتغيرات (الاتصالات)

لا أوافق بشدة	لا أوافق	محايد	أوافق	أوافق بشدة	الفقرة
					1-وفر النظام العديد من الأدوات المفيدة التي حسنت من التواصل في مكان العمل.
					2-وفر النظام منصة للتواصل عن بعد بين العاملين.
					3- يعزز النظام الاتصال بين العاملين بشكل ملحوظ.
					4-يسهل النظام تبادل الآراء والأفكار مع المسؤولين.
					5- يقلل النظام من الضغط النفسي المرتبط بتواصل العامل مع العاملين خلال العمل.
					6-ممكن خيار الرسائل الجماعية في النظام من نشر الإعلانات والمعلومات الخاصة بالشركة لكل العاملين في نفس الوقت .
					7- خيارات المراسلة عبر النظام ساعدت في تخطي حواجز التواصل بين العاملين.
					8- يمكن النظام من استخدام خاصية الاتصال الكتابي بين جميع العاملين.
					9-يمكن النظام من استخدام خاصية الاتصال المصور (الفيديو) بين جميع العاملين .

المحور الرابع من المتغيرات (التدريب)

لا أوافق بشدة	لا أوافق	محايد	أوافق	أوافق بشدة	الفقرة
					1- يوفر النظام نظرة ثاقبة لاحتياجات التدريب والتطوير المستقبلية.
					2- يمكن من خلال النظام تقييم فعالية برنامج التدريب الخاص بالعمال .
					3- برامج التدريب عبر النظام هي الأكثر فعالية .
					4- برامج التدريب المخصصة للعمال عبر النظام ستوفر المال على الشركة .
					5- يوفر النظام ميزة للتدريب الجماعي التي تزيد من فعالية التدريب.
					6- النظام عادل لجميع الموظفين ويعتمد على متطلباتهم التدريبية .
					7- يقوم النظام بمزامنة الخبرة العملية مع مسار التدريب المناسب للعمال.

المحور الخامس من المتغيرات (تقييم الأداء الوظيفي)

لا أوافق بشدة	لا أوافق	محايد	أوافق	أوافق بشدة	الفقرة
					1- يوفر النظام عملية تقييم أداء سنوية تتسم بالوضوح والسهولة .
					2- يحسن النظام من جودة القرارات الخاصة بتقييم الأداء .
					3- استخدام النظام يسهل عملية مراقبة أداء الموظفين.
					4- يتيح النظام للمسؤولين تقييم عمل الموظفين خلال فترة وجيزة.
					5- يظهر نموذج تقييم الأداء في النظام إمكانيات التطوير الوظيفي للعامل في المستقبل.
					6- يتسم نموذج تقييم الأداء في النظام بالوضوح حيث يدرك العامل ما هي النتائج المتوقعة منه.

تأثيرات النظام على "أداء العاملين"

لا أوافق بشدة	لا أوافق	محايد	أوافق	أوافق بشدة	الفقرة
					1_ يمكن النظام العامل من تحديد أولوياته .
					2-استخدام النظام زاد من رغبتني في العمل.
					3-العمل على النظام منحني مزيدا من الثقة بنفسني .
					4- يحسن النظام من كفاءة عملي .
					5- أتماشي مع بيئة عمل النظام بشكل جيد.
					6 – مقدار الوقت المستغرق لإنهاء العامل مهامه هو الأمثل.

القسم الثالث :

1. من وجهة نظرك, ما هو أهم المعوقات التالية تواجهك في استخدام النظام؟؟؟ الرجاء الإجابة

لأهمية السؤال.

- () نقص المهارات أو عدم كفاية المعرفة الحاسوبية.
- () عدم التدريب المستمر على تحديثات برامج النظام.
- () عدم إشراك العامل في اقتراح التعديلات المرغوبة على النظام.
- () معوقات تقنية أحيانا .
- () عدم وجود ورشات تثقيفية عن أهمية استمرار تحديثات النظام.

2. من وجهة نظرك , ما هو أهم الحلول والمقترحات التالية تراه مناسباً لتخطي ما تم ذكره من عائق مسبقاً؟؟؟

() وضع برامج لتطوير المهارات , وزيادة المعرفة الحاسوبية.

() التدريب المستمر للعامل على برامج النظام.

() إشراك العامل في اقتراح التعديلات على النظام.

() عمل الصيانة الدورية للنظام.

() عمل ورشات تثقيفية عن أهمية النظام.

مع خالص شكري وتقديري لحسن تعاونكم

الباحثة: وفاء عبد الله عبد الغني محمد

رقم/0598599090 : البريد الإلكتروني: wafaaisa870@yahoo.com

Appendix B: Questionnaire-English



الجامعة العربية الأمريكية
ARAB AMERICAN UNIVERSITY
FACULTY OF GRADUATE STUDIES

Faculty of Finance and Administrative Sciences

Specialization: Human Resource Management

Honorable Mr. / E..... Esteemed
After Greetings,

The researcher is conducting a study entitled (The impact of human resources information system practices on employees' performance in Palestinian telecommunications companies), to complete the requirements for obtaining a master's degree in human resources at the Arab American University. To achieve this goal, the researcher developed a questionnaire, which consisted of three sections, The first section: information about employees, the second section: the paragraphs that express the impact of the human resources information system on the performance of employees in telecommunications companies, and the third section includes questions about the most important obstacles facing employees in using the system and the appropriate solutions. The researcher asks you to answer the questionnaire honestly and objectively, knowing that everything contained in your answer will be respected, and will be treated with complete confidentiality, and will be used for scientific research only. Therefore, we ask you to select the answer that you think is most appropriate for each question. Accordingly, there is no need to write your name or any information indicating your personality.

Thank you for your kind cooperation

Researcher: Wafaa Abdullah Abdul Ghani Muhammad

Email: wafaaisa870@yahoo.com

Section One: Demographic Data

This section contains your personal information. Please tick "√" in the appropriate place for each of the following variables.

1. Gender () male () female

2. Age

() (less than 25)

() (from 25-50)

() (more than 50.)

3. Academic qualification

() diploma () bachelor () masters and above

4. Experience

() less than 5 years

() from 6-15 years old

() more than 15 years

5. Job title() employee

() Head of the Department

() Director of the Department

The second section: the axes of the questionnaire

This section consists of 5 axes (employment, wages, and compensation, communications, training and development, performance appraisal), which are human resource management practices. Please answer the paragraphs of each axis.

The first axis of variables (employment)

Paragraph	agree	strongly agree	neutral	Not agree	Strongly disagree
1.The system provides a clear mechanism for finding vacancies within the company.					
2.The recruitment system keeps information about the candidates.					
3.The system facilitates the recruitment procedures quickly.					
4.The system will reduce recruitment process costs.					
5.Through the system, I can extract the reports I want with high efficiency.					
6.It is not difficult for me to understand how the recruitment system works.					
7.The recruitment system makes objective comparisons between candidates					
8.The recruitment system retrieves the information about the candidates on time.					

The second axis of variables (Compensations)

paragraph	agree	Strongly agree	neutral	Not agree	Strongly disagree
1.The system provides, through the self-service portal, a mechanism for updating personal data at any time.					
2.The system provides information about the compensation program available to the worker.					
3.The system can track the compensation process provided to the worker.					
4.The system provides information on the types of compensation paid by the company to its employees.					
5.The system reduces the occurrence of errors in salary accounts.					
6.The system's ability to control salaries and their inputs are very high.					
7.The system provides the feature of modifying the payroll in proportion to the evolution of the employee's job tasks.					

The third axis of variables (communication)

paragraph	Agree	Strongly agree	neutral	Not agree	Strongly disagree
1.The system provides a means for updating personal data at any moment via the self-service site.					
2.The system then informs the worker about the compensation program that is accessible to them.					
3.The system has the ability to keep track of the worker's compensation process.					
4.The system gives data on the many sorts of pay that the company offers to its employees.					
5.The system reduces the psychological pressure associated with the worker's communication with other workers during work.					
6.The system's feature for group communications allowed all employees to receive advertisements and company information at the same time.					
7.Messaging options through the system helped to overcome language barriers by providing translation options.					
8.The system enables the use of the written communication feature between all employees.					
9.The system enables the use of the video communication feature between all employees.					

The fourth axis of variables (trainings)

paragraph	agree	Strongly agree	neutral	Not agree	Strongly disagree
1.The system provides insight into future training and development needs.					
2.Through the system, the effectiveness of the employee's training program can be evaluated.					
3.Cross-system training programs are the most effective.					
4.The training programs for the workers through the system will save money for the company.					
5.The technique provides a benefit for group training that improves the training's effectiveness.					
6.The system is fair to all employees and based on their training requirements.					
7.The system synchronizes the worker's practical experience with the appropriate course of instruction.					

The fifth axis of variables (performance appraisal)

paragraph	agree	Strongly agree	neutral	Not agree	Strongly disagree
1.The system provides a clear and easy annual performance evaluation process.					
2.The system improves the quality of performance evaluation decisions.					
3.Using the system facilitates the process of monitoring the performance of employees.					
4.The system enables the officials to evaluate the worker's work within a short period.					
5.The performance appraisal form in the system shows the possibilities of career development for the worker in the future.					
6.The system's performance appraisal methodology is straightforward, since the employee understands what results are expected of him.					

The effects of the system on the “employees performance ”

paragraph	Agree	Strongly agree	neutral	Not agree	Strongly disagree
1.Enables the operating system to determine its priorities.					
2.Using the system increased my desire to work.					
3.Working on the system gave me more confidence in myself.					

4.The system improves the efficiency of my work.					
5.I goes well with the work environment of the system.					
6.The amount of time it takes for the worker to complete his tasks is optimal.					

Third Section

1-From your point of view, what are the following most important obstacles that you face in using the system??? Please answer the important question

Lack of skills or insufficient computer knowledge.()

Lack of continuous training on system software updates.()

Not to involve the worker in proposing the desired amendments to the system.()

Technical obstacles sometimes.()

Lack of educational workshops on the importance of continuous system updates.()

2-From your point of view, what are the most important solutions and the following suggestions that you see fit to overcome the obstacle mentioned earlier????

Develop programs to develop skills and increase computer knowledge.()

Continuous training of the worker on the system programs.()

Involve the worker in proposing amendments to the system.()

Perform regular system maintenance.()

Conducting educational workshops on the importance of the system.()

With sincere thanks and appreciation for your kind cooperation

Researcher: Wafaa Mohammad

Appendix D: Correlation Coefficient

Table D.1 shows the correlation coefficient for each item of “HRISrecruitment practices” and the total domain. The p-values (Sig.) were less than 0.05, so the correlation coefficients of this domain were significant at $\alpha = 0.05$. Therefore, it can be said that the items of this domain were consistent and valid to measure what they were set for.

TABLE D.1: CORRELATION COEFFICIENT OF EACH ITEM OF “HRIS RECRUITMENT” AND THE TOTAL DOMAIN.

Item	Correlation Coefficient(Spearman)	Correlation Coefficient(Pearson)	P-Value
The system provides a short list of the best job candidates.	.608**	.512**	.000
The recruitment system keeps information about the candidates.	.737**	.587**	.000
The system facilitates the recruitment procedures quickly.	.769**	.672**	.000
The system will reduce recruitment process costs.	.726**	.674**	.000
Through the system, it is possible to conduct electronic interviews for candidates.	.756**	.733**	.000
It is not difficult for me to understand how the recruitment system works.	.769**	.762**	.000
The recruitment system makes objective comparisons between candidates	.787**	.753**	.000
The recruitment system retrieves the information about the candidates on time.	.788**	.754**	.000

** . Correlation is significant at the 0.01 level (2-tailed).

Table D.2 shows the correlation coefficient for each item of “HRIS compensation practices” and the total domain. The p-values (Sig.) were less than 0.05, so the correlation coefficients of this domain were significant at $\alpha = 0.05$. Therefore, it can be said that the items of this domain were consistent and valid to measure what they were set for.

TABLE D.2: CORRELATION COEFFICIENT OF EACH ITEM OF “HRIS COMPENSATION” AND THE TOTAL DOMAIN.

Item	Correlation Coefficient(Spearman)	Correlation Coefficient(Pearson)	P-Value
The system provides, through the self-service portal, a mechanism for updating personal data at any time.	.560**	.459**	.000
The system provides information about the compensation program available to the worker.	.761**	.630**	.000
The system can track the compensation process provided to the worker.	.788**	.716**	.000
The system provides information on the types of compensation paid by the company to its employees.	.748**	.679**	.000
The system reduces the occurrence of errors in salary accounts.	.788**	.701**	.000
The system's ability to control salaries and their inputs are very high.	.766**	.752**	.000
The system provides the feature of modifying the payroll in proportion to the evolution of the employee's job tasks.	.737**	.730**	.000

** . Correlation is significant at the 0.01 level (2-tailed).

Table D.3 shows the correlation coefficient for each item of “HRIScommunication practices” and the total domain. The p-values (Sig.) were less than 0.05, so the correlation coefficients of this domain were significant at $\alpha = 0.05$. Therefore, it can be said that the items of this domain were consistent and valid to measure what they were set for.

TABLE D.3: CORRELATION COEFFICIENT OF EACH ITEM OF “HRIS COMMUNICATION” AND THE TOTAL DOMAIN.

Item	Correlation Coefficient(Spearman)	Correlation Coefficient(Pearson)	P-Value
The system provided many useful tools that improved communication in the workplace.	.770**	.661**	.000
The system provided a platform for remote communication between employees.	.831**	.708**	.000
The system significantly enhances communication between employees.	.778**	.734**	.000
The system facilitates the exchange of opinions and ideas with officials.	.722**	.662	.000
The system reduces the psychological pressure associated with the worker's communication with workers during work.	.800**	.682	.000
The option of group messages in the system enabled the publication of advertisements and information about the company to all employees at the same time.	.810**	.698	.000
Messaging options through the system helped to overcome language barriers by providing translation options.	.767**	.713	.000
The system enables the use of the written communication feature between all employees.	.824**	.748	.000
The system enables the use of the video communication feature between all employees.	.770**	.692	.000

** . Correlation is significant at the 0.01 level (2-tailed).

Table D.4 shows the correlation coefficient for each item of “HRIS training and developing practices” and the total domain. The p-values (Sig.) were less than 0.05, so the correlation coefficients of this domain were significant at $\alpha = 0.05$. Therefore, it can be said that the items of this domain were consistent and valid to measure what they were set for.

TABLE D.4: CORRELATION COEFFICIENT OF EACH ITEM OF “HRIS TRAINING ” AND THE TOTAL DOMAIN.

Item	Correlation Coefficient(Spearman)	Correlation Coefficient(Pearson)	P-Value
The system provides insight into future training and development needs.	.653**	.591**	.000
Through the system, the effectiveness of the employee's training program can be evaluated.	.750**	.637**	.000
Electronic training programs are the most effective.	.773**	.655**	.000
The training programs for the worker through the system will save money for the company.	.795**	.791**	.000
The system provides an advantage for group training that increases the effectiveness of the training.	.809**	.786**	.000
The system is equal among all employees and in proportion to their training needs.	.795**	.760**	.000
The system coordinates between practical experience and the appropriate course of training for the worker.	.743**	.703**	.000

** . Correlation is significant at the 0.01 level (2-tailed).

Table D.5 shows the correlation coefficient for each item of “HRIS performance appraisal practices” and the total domain. The p-values (Sig.) were less than 0.05, so the correlation coefficients of this domain were significant at $\alpha = 0.05$. Therefore, it can be said that the items of this domain were consistent and valid to measure what they were set for.

TABLE D.5: CORRELATION COEFFICIENT OF EACH ITEM OF “HRIS PERFORMANCE APPRAISAL” AND THE TOTAL DOMAIN.

Item	Correlation Coefficient(Spearman)	Correlation Coefficient(Pearson)	P-Value
The system provides a clear and easy annual performance evaluation process.	.762**	.656**	.000
The system improves the quality of performance evaluation decisions.	.805**	.695**	.000

Using the system facilitates the process of monitoring the performance of employees.	.855**	.792**	.000
The system enables the officials to evaluate the worker's work within a short period.	.859**	.815**	.000
The performance appraisal form in the system shows the possibilities of career development for the worker in the future.	.808**	.776**	.000
The performance appraisal model in the system is clear, as the worker realizes what results are expected of him.	.783**	.722**	.000

** . Correlation is significant at the 0.01 level (2-tailed).

Table D.6 shows the correlation coefficient for each item of “ employee performance” and the total domain. The p-values (Sig.) were less than 0.05, so the correlation coefficients of this domain were significant at $\alpha = 0.05$. Therefore, it can be said that the items of this domain were consistent and valid to measure what they were set for.

TABLE D.6: CORRELATION COEFFICIENT OF EACH ITEM OF “EMPLOYEE’ PERFORMANCE” AND THE TOTAL DOMAIN.

Correlations /Employees’Performance	Correlation Coefficient(Spearman)	Correlation Coefficient(Pearson)	P-Value
Enables the operating system to determine its priorities.	.730**	.666**	.000
Using the system increased my desire to work.	.800**	.716**	.000
Working on the system gave me more confidence in myself.	.822**	.785**	.000
The system improves the efficiency of my work.	.868**	.824**	.000
I goes well with the work environment of the system.	.821**	.799**	.000
The amount of time it takes for the worker to complete his tasks is optimal.	.775**	.771**	.000

TABLE D.7 OBSTACLES IN USING HRIS

Item	No	%
Lack of skills or insufficient computer . knowledge	31	10.9
Lack of continuous training on system . software updates	59	20.8
Not to involve the worker in proposing the . desired amendments to the system	83	29.2
Technical obstacles sometimes.	96	33.8
Lack of educational workshops on the . importance of continuous system updates	15	5.3
Total	284	100.0

TABLE D.8 SOLUTION FOR HRIS OBSTACLES

Item	No	%
Develop programs to develop skills and . increase computer knowledge	33	11.2
Continuous training of the worker on the . system programs	63	21.4
Involve the worker in proposing . amendments to the system	86	29.3
Perform regular system maintenance.	96	32.7
Conducting educational workshops on the . importance of the system	16	5.4
Total	294	100.0

الملخص

هدف هذه الدراسة هو التعرف على العلاقة بين ممارسات نظم معلومات الموارد البشرية و أداء الموظفين في قطاع الاتصالات, رام الله- الضفة الغربية. وقد استخدمت الباحثة المنهج الوصفي , وتتكون البيانات من 281 موظفا من الذكور والإناث. بالنسبة للبيانات التي تم الحصول عليها من خلال الطريقة الكمية ، تم تحليل فرضيات البحث لهذه الدراسة باستخدام اختبار ارتباط بيرسون من خلال الحزمة الإحصائية الاجتماعية. أظهرت النتائج أن هناك علاقة ارتباط ذات دلالة إحصائية بين أداء الموظفين وكل من ممارسات توظيف نظم معلومات الموارد البشرية, وممارسات التعويض عبر النظام, وممارسات الاتصال عبر النظام, وممارسات التدريب من خلال النظام, وممارسات تقييم أداء الموظفين عبر النظام. أظهرت النتائج من هذه الدراسة أن كل ممارسات نظام معلومات الموارد البشرية أدت إلى زيادة أداء الموظفين خاصة (ممارسات التعويض , ممارسات تقييم أداء الموظفين). مما يساعد الشركات على تقليل التكاليف وتقليل الأعمال الورقية وتقليل وقت إدارة الموظفين. علاوة على ذلك، لعبت تعويضات نظام معلومات الموارد البشرية دوراً مهماً في زيادة أداء الموظفين. بالإضافة إلى ذلك، تشير نتائج الدراسة أيضاً إلى أن رئيس القسم ومديره كانا مسرورين باستخدام النظام مقارنة بالموظفين الآخرين. اظهر الاتساق في معظم النتائج مع الدراسات السابقة والنظريات ذات الصلة بان ممارسات نظام معلومات الموارد البشرية لعبت دورا فعالا في التأثير على أداء الموظفين. أخيراً، توصي الباحثة بمزيد من البحث النوعي لقياس فعالية نظام معلومات الموارد البشرية وتأثيره على أداء الموظفين في قطاعات أخرى.

الكلمات المفتاحية: الموارد البشرية, إدارة الموارد البشرية , نظام معلومات الموارد البشرية , ممارسات نظم معلومات الموارد البشرية ، أداء الموظفين.